



CITY OF LAWRENCE, KANSAS

COMPENSATION STUDY REPORT

June 18, 2003

Presented By



FBD Consulting, Inc.
7015 College Blvd., 4th Floor
Overland Park, KS 66211
www.fbdconsult.com

Table of Contents

Executive Summary.....	3
Overview.....	3
Key Observations.....	4
Key Recommendations.....	4
Market Positioning.....	4
Basis of Job Value.....	4
Pay Mix.....	4
Focus of Reward.....	5
Structure of Pay Program.....	5
Administration of Compensation.....	5
Additional activities to be undertaken.....	6
Current Compensation Program.....	7
Project Introduction and Initial Data Gathering.....	9
Job Descriptions.....	10
Salary and Benefits Survey.....	10
Compensation Objectives.....	12
Job Evaluation Plan.....	13
Analysis and Recommendations.....	14
Compensation Objectives.....	14
Market Positioning.....	15
Basis of Job Value.....	15
Pay Mix.....	16
Focus of Rewards.....	17
Structure of Compensation System.....	18
Three distinct pay programs.....	18
Primary Employee Pay Plan.....	19
Police Department Pay Program.....	26
Fire/Medical Department Pay Program.....	34
Administration of Compensation.....	37
Appendix A Compensation Objectives.....	38

Appendix B Skill Based Pay Programs by Department.....	46
Appendix C City of Lawrence Pay Plan	54
Appendix D Clerical Position Analysis	61
Appendix E Skill Pay Program Elements	81
Appendix F VCEO Report.....	84

CITY OF LAWRENCE, KANSAS COMPENSATION STUDY REPORT

FBD Consulting is pleased to have had the opportunity to assist the City of Lawrence, Kansas in conducting a comprehensive Compensation Study. This report is to detail the methodology and findings for the study.

Executive Summary

Overview

The City of Lawrence engaged FBD Consulting, Inc. to assist its compensation study committee in developing recommendations for modifications to the City's existing compensation programs.

The City committee consisted of 23 employees of the City from a variety of departments and responsibility levels. The members of the committee were:

Debbie Van Saun	Dan Basel
Frank Reeb	Lynn Applegate
Lori Carnahan	Theb Manivanh
Tammy Bennett	Christina Pulliam
R. Brickell	Mark Bradford
Darren Othick	Mark Abel
Allen Martin	Ron Hall
Jim Stuit	Kevin Harmon
Teresa Ferguson	Karen Reed
Scott Dieker	Mike Cardona
Mark Warren	Bryan Dyer
Lee Smith	

This committee provided oversight to the study and represented a diverse group of employees to bring a full range of perspectives to the project.

The City's state objective at the beginning of the study was, "The City of Lawrence, Kansas is seeking a comprehensive review of its current compensation plan. The City desires a review of the existing compensation plans and recommendations for updating the current plans. There are several key objectives that the City desires to achieve in the analysis and revision of its compensation plans."

This study has provided such a review and recommendations are being made with respect to the City's compensation plans. In addition, follow up work beyond the scope of this study is being recommended to the City.

Key Observations

The primary observation is that the City in general pays competitive market rates and the City has a job evaluation plan that is fundamentally sound. There are some positions that need to be repositioned from a market perspective. Certain areas have specific compensation issues, such as the salary compression issues in the Police Department. In some ways the current compensation practices have outstripped the current administrative systems and need to be revised. However, for the most part this study has confirmed that the City of Lawrence pays a fair living wage to employees.

Key Recommendations

A set of compensation objectives has been proposed to guide the City's development of this and future compensation efforts. There are seven key components to the compensation objectives. Based on these objectives a gap analysis has been performed and recommendations have been made based on the gap analysis. The recommendations are summarized below by area of the recommendations:

Market Positioning

1. Review market data on an annual basis.
2. Encourage a Lawrence Community salary survey.
3. Positioning of salary ranges within the market should be benchmarked to the service levels provided.

Basis of Job Value

1. Implement a Job Evaluation Committee.
2. Evaluate all positions on a triennial basis.

Pay Mix

1. Clarify the role of Skill Pay in the City.
2. Investigate the opportunities for productivity initiatives with associated compensation programs.

Focus of Reward

1. Strengthen performance management processes.
2. Promotions should take into account several factors when determining pay
3. Recognition of Length of Service Pay should continue

Structure of Pay Program

1. Three distinct pay programs should be developed for the City
 - a. Primary Employee Pay Plan
 - i. A single set of ranges should be developed for the primary employee plan.
 - ii. Ranges 106 through 110 should be increased by 5%.
 - iii. A restructuring of the clerical positions should be implemented.
 - iv. Further modifications to the salary ranges should occur in approximately two years.
 - b. Police Pay Plan
 - i. Two additional steps per year need to be added to the police officer range until a total of 22 steps exist in the program
 - ii. The overtime issue with the detectives needs to be addressed and based on the solution, additional modifications to the police officer range or the sergeant and lieutenant ranges needs to occur
 - iii. The sergeants are properly positioned in the market place as long as the overtime issues in the detective position are addressed. If the detective overtime is not reduced, then the sergeants' compensation needs to be modified.
 - iv. The lieutenants are recommended to receive a 5% increase for each of the next two years in addition to all other normal program increases they would have received.
 - c. Fire/Medical Pay Plan

Administration of Compensation

Formal written policies should be developed for all compensation plan components.

Additional activities to be undertaken

Several items have been identified as a part of this study for further action, in addition to the recommendations of the study. The following is a listing of these actions recommended for the City to undertake.

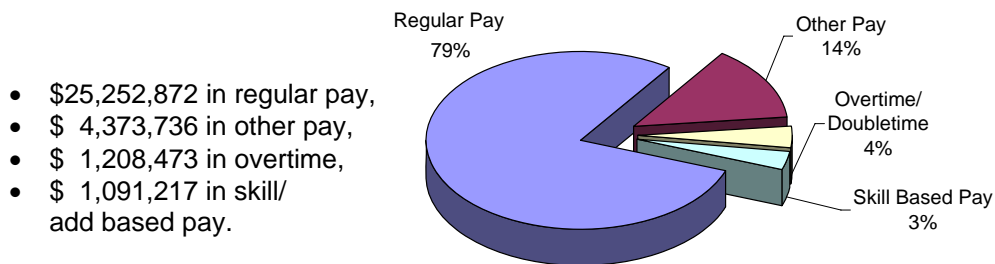
1. Pay Policy and Procedures will need to be written using FBD final report. The pay policy will contain information on how the various pay programs will be developed, approved, administered and implemented. It will provide definitions of and outline the compensation objectives for base pay, skill pay, and incentive pay programs. Clarification of Skill based pay program will be included in the policy development. Add pays, call pay, overtime and other pay issues will be outlined in this policy/procedure. It will outline the position review and classification process that the Job Evaluation Committee will operate under. It will also list the primary and secondary markets and the method for annual updating of Market data.
2. The Job Evaluation Committee will need to be selected and the evaluation process implemented as outlined in FBD's final report. It is our intention to meet in July for 2 days to train on job evaluation system and evaluate first 70 jobs. We will then meet quarterly and evaluate 1/9th of all positions at each meeting. This will allow for all positions to be evaluated once every three years. The first jobs selected for evaluation were the positions identified by the compensation committee as "hot spots" along with positions included in the Clerical Review and Police Department positions. These are the area where the committee has acknowledged we have the most pressing compensation issues.
3. Discussion on development of a Lawrence Community Salary Survey will need to be held to determine if and how this recommendation might be implanted.
4. Further development of the Performance Management process will need to follow this report. FBD will be giving some additional recommendations in this area.
5. Implementation strategies will need to be developed for the specific recommendations in FBD's final report to include:
 - a. Fire/Medical Department compensation program
 - b. Police Department compensation program
 - c. Lower pay grade market position
 - d. Clerical series revision
 - e. Modification of pay plan as recommended after first round of job evaluations are complete

Current Compensation Program

The City currently has a pay plan that includes several different salary ranges and pay policies. Each full-time and part-time regular position is assigned one of approximately 195 position titles. These titles then are assigned to one of 32 salary ranges. The last comprehensive review of the classification compensation system was performed in 1995.

Memorandums of Understanding (MOUs) exist in both the Police and Fire Departments. The City's Police Officers and Detectives are covered under the Lawrence Police Officers Association MOU and the City's Firefighters, Fire Lieutenants and Inspectors are covered under the International Association of Firefighters MOU.

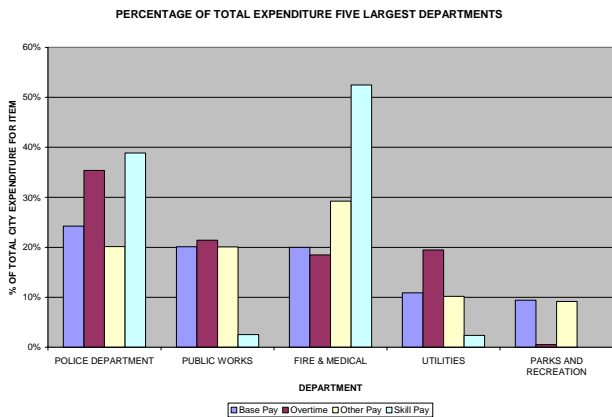
Employee compensation within the City of Lawrence can be separated into four categories: base pay, overtime/double-time pay, skill-based pay, and other pay (includes pay for time not worked, shift differentials, longevity pay, etc.). The City's annual payroll expenditure in 2002 totaled \$31,926,298:



While understanding the total expenditures is a starting point for compensation analysis, it is also fruitful to examine the departments that account for the primary expenditures of funds. There are five departments of the City that spend the bulk of the payroll for the City. These departments, in order of expenditures are Police, Public Works, Fire/Medical, Utilities and Parks and Recreation. In terms of headcount, these five departments comprise 85% of the total employee population. The expenditures of these departments can be shown in the bar graph. In general, these five departments account for:

- 85% of all base pay
- 89% of other pay
- 95% of all overtime
- 96% of skill pay

While these overall percentages of pay seem fairly consistent, the utilization by the various departments is very different. The police department pays a greater percentage of the overtime of the City than any other department.



The fire/medical department pays over half of the total skill pay paid by the City. On the other hand, Parks and recreation seems to pay only base pay. They have almost no overtime and skill/add pay paid to their employees.

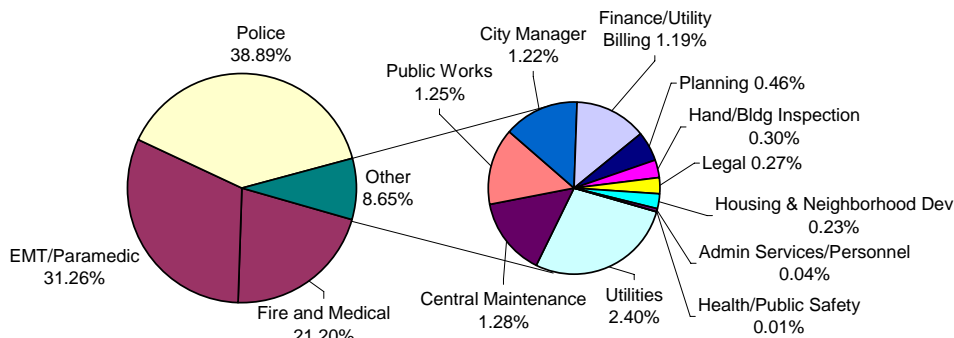
Public Works has a very consistent percentage of the City's base pay, overtime and other pay, but utilizes very small amounts of skill/add pay.

As a result, any changes in pay programs in these areas might have a significant impact on the expenditures of the City.

Most cities do not use the skill/add pay programs to the extent that Lawrence does. This is neither a positive nor a negative. However, it is important to consider the skill pay when comparing the City to other cities. Since they do not use this form of pay, comparisons are most appropriately made by adding the skill/add pay to the pay of employees to get a comprehensive view of the standing in the market.

The following information presents another view of the skill/add pay for the City. While skill-based pay is the smallest portion of the total payroll expenditure, it is interesting to note the distribution among the departments. The City's Fire and

SKILL BASED PAY BY DEPARTMENT



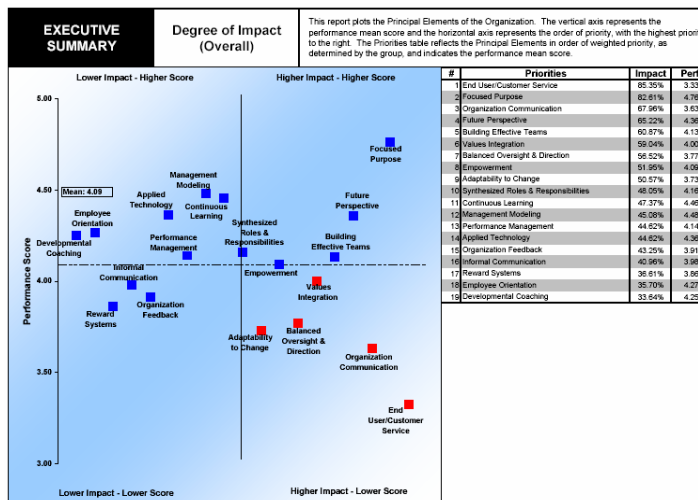
Police departments receive 52% and 39% respectively of the total skill-based payments.

Project Introduction and Initial Data Gathering

The initial data-gathering phase of the project was designed to thoroughly acquaint FBD Consulting with the City and its current programs and policies. Data was obtained on each employee's compensation. In addition, information from the previous compensation study was obtained, as well as Job Descriptions for all of the City's positions. Meetings were held with the Employee Compensation Committee to gain further insight into the current compensation programs and policies.

The Project Consultant toured the majority of the City's departments and met with department heads and employees to solicit their comments with regard to overall compensation plan, structure, and objectives, as well as to observe department workflow and interactions with other departments. In addition, a list of project concerns was provided to the Consultant at the outset of the project. A concentrated effort was made to address these concerns to the extent feasible within the constraints of the project and the City's financial boundaries.

A component of the data gathering process was conducted with the management of the City. This included having 23 management team members complete an instrument called the Virtual CEO (VCEO). This instrument was designed to investigate 19 factors related to the management of the City. This measure is designed to determine the relative importance of various factors and to then assess how the City is doing with each of these factors. The key items that are measured are items that have been found to be present in organizations that are viewed as best practice organizations.



The version of this tool that was used has been specifically designed for use with municipal governments. It provides information on best practices in City government. The items covered were a cross section of the key factors in managing a City.

Information gained during this initial project phase was utilized throughout the entire project. The full report is found in Appendix F.

Job Descriptions

The Job Descriptions are the backbone of the compensation plan as all analysis of the compensation plan is based on these descriptions. At the outset of this project, the Compensation Committee thoroughly reviewed all of the City's job descriptions to ensure the accurate representation of actual duties for each position. As part of this concentrated effort, the committee met with Department Heads and staff to review and revise all descriptions FBD reviewed the revised descriptions and provided general recommendations with regard to structure and content to help ensure consistency and standardization.

A focus was placed on the clerical support positions. A separate committee, comprised of clerical support personnel and supervisory staff, was formed to develop consistent descriptions for these positions. Major job functions were reviewed as part of this process, and a tool to assist in the development of standardized descriptions reflecting these major functions was constructed. A second instrument was developed to assist in placing the clerical support positions into the appropriate salary ranges. Details related to this effort can be found in Appendix D.

The compensation study analysis was based upon all finalized Job Descriptions.

Salary and Benefits Survey

An analysis of the external market was conducted. The cities and organizations listed below were surveyed. Data from the minimum and maximum of the salary range for the comparable positions was obtained.

The organizations used for the primary comparisons were:

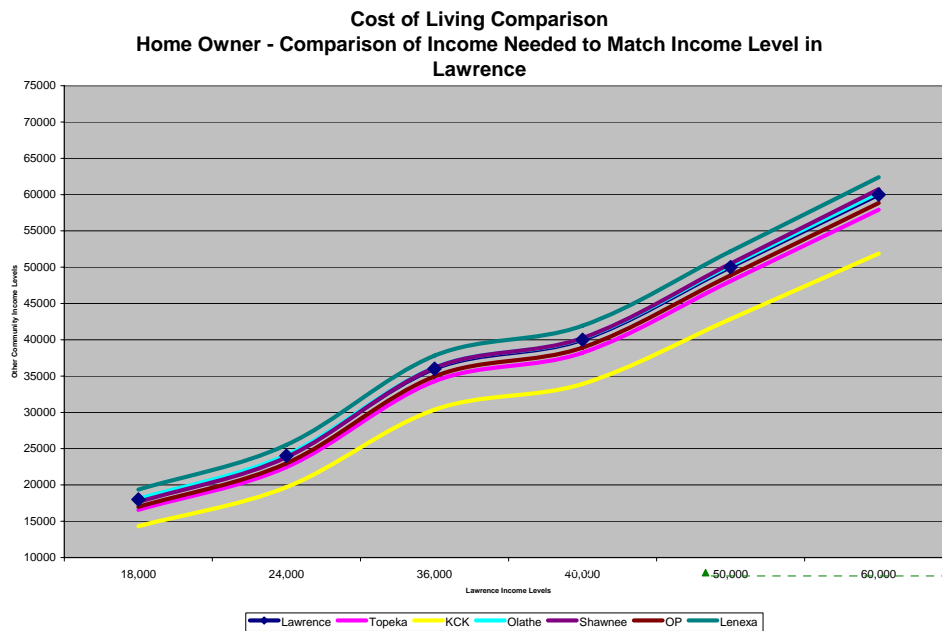
- Lenexa, KS
- Olathe, KS
- Overland Park, KS
- Overland Park Fire Department
- Topeka, KS
- Unified Government of Wyandotte County/ Kansas City Kansas

The organizations used for the secondary comparisons were:

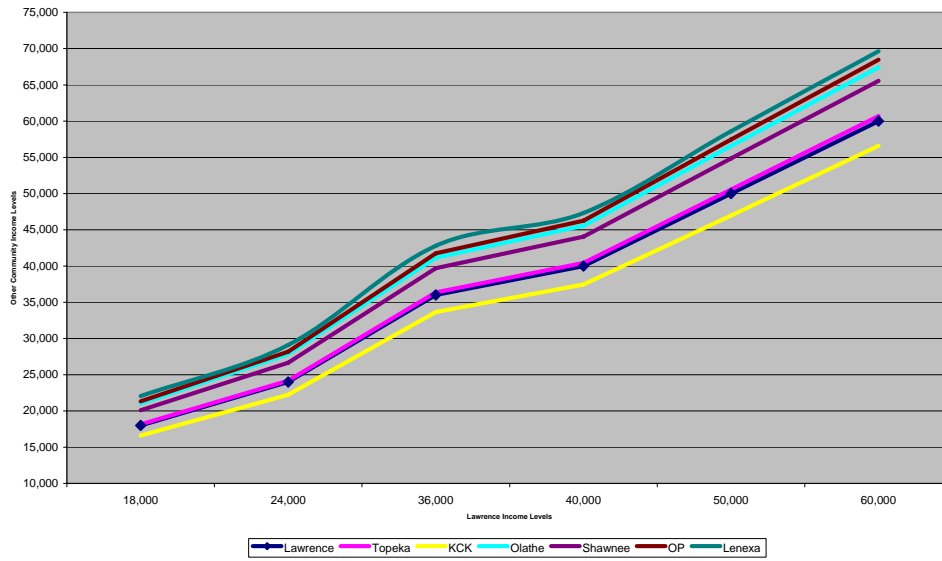
- Johnson County Government
- Douglas County Government
- State of Kansas
- University of Kansas
- Big 12 cities
- Springfield, MO
- Champaign, IL

These communities were selected to provide a comparison of the local market as well as a more regional market. The local market was used for most positions. The regional data were added for positions where a normal recruiting area would be beyond the local market and/or where sufficient comparisons were not available in the local market.

These communities were also compared to the City of Lawrence in terms of cost of living and median housing costs as shown below.



Cost of Living Comparison
Renter - Comparison of Income Needed to Match Income Level in Lawrence



In addition, market data for selected positions was solicited from private organizations within the Lawrence business community. However, there was significant reluctance on the part of the private entities to participate in a survey sponsored by the City. Therefore, the market analysis was limited to other municipal organizations. It is recommended that the City explore the possibility of forming a partnership with the local Chamber of Commerce or other community group to sponsor a salary and benefits survey of the Lawrence business community.

Data from the municipal markets was collected and summarized to determine the market minimum rates paid and the market maximum rates paid for the positions. This market data served as the foundation for the external equity analysis for the study.

Compensation Objectives

The development of compensation objectives is a vital step in creating compensation plan designs that systematically support organizational success. The clear articulation of the City's compensation objectives helps to ensure the successful alignment between organizational strategy and pay.

The City of Lawrence's Compensation Objectives were determined while the market data was being collected. These objectives are designed to clearly delineate the City's strategy as it relates to pay and provides a solid foundation for the Compensation Program. An initial presentation was made to the Committee that provided an overview of the six key factors to be considered in defining compensation objectives:

- **Market Position**—the general positioning of the compensation structures in the marketplace for labor.
- **Basis of Job Value**—the methodology to determine the relative ranking of positions with each other.
- **Pay Mix**—the components of the compensation plan in a general sense.
- **Focus of Reward**—the primary drivers that determine the individual's specific compensation within the compensation system.
- **Structure**—the overall level of structure that should be used to develop a compensation structure.
- **Administration**—the overall methodology of administering the compensation plans.

The Compensation Committee considered these factors when developing objectives specific to the City of Lawrence. The Consultant met with the City's management team to solicit input with regard to the objectives. Both the Compensation Committee and the Management Team invested a significant amount of time in defining objectives that complement the City's strategic initiatives and align with the City's values and culture. The final set of objectives can be found in Appendix A.

A thorough assessment to determine the extent by which the City's current practices corresponded with or differentiated from the compensation objectives was undertaken at this juncture.

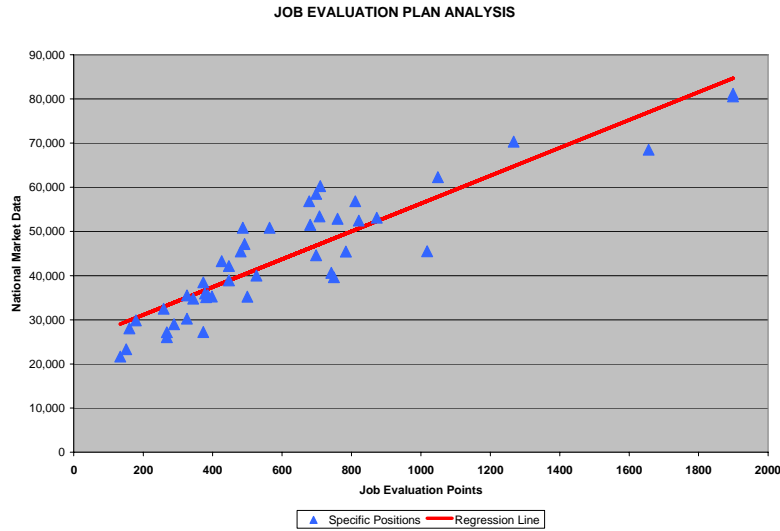
Job Evaluation Plan

A job evaluation plan is the process that measures the pay opportunity of a job. The concept of "pay opportunity" is different from "pay." Pay opportunity represents the boundaries around the pay of an individual in any given organization.

The City has utilized a point-factor job evaluation plan that was put in place in 1995 by an independent consultant. The point-factor method is considered the most rigorous and quantitative of all traditional job evaluation techniques. It provides a detailed systematic approach for comparing positions against criteria that the City has identified as appropriate measures of job value.

As part of this project, the existing job evaluation plan and resulting position hierarchy were examined to ensure relevancy in today's market. The market value

of a representative sampling of positions was compared to each position's corresponding point value to ascertain appropriate correlation. The following graph demonstrates the resulting correlation.



Based on this analysis, a recommendation was made to maintain the current evaluation system. Further, it is recommended that a Job Evaluation Committee be formed to re-evaluate the positions on a rotating basis (e.g., one-third of all positions evaluated every year). A job evaluation tool has been provided to the Compensation Committee to facilitate this process.

Analysis and Recommendations

Based on the analysis that has been completed and the input from the City's management team and the Compensation Study Committee, FBD Consulting, Inc. proposes the following recommendations for implementation by the City.

Compensation Objectives

A compensation objectives document to guide the development compensation programs has been prepared as a part of this study. The full set of compensation objectives are in Appendix A of this document for review. The recommendations for this study are directly tied to these objectives and provide concrete mechanisms to implement the objectives.

Market Positioning

This topic is broadly the positioning of the City's positions within the general labor market for similar positions. The objectives define the primary and secondary markets as well as the primary measures to be utilized.

1. **Review market data on an annual basis.** A review of the primary market data needs to occur on an annual basis. Collecting this data will allow the City to determine its relative standing in the market on a consistent basis and will provide objective data on which to build modifications to the salary ranges in the future.
2. **Encourage a Lawrence Community salary survey.** There is very limited data available on the pay rates for positions in the Lawrence community. When an attempt was made to collect this data, there was a significant unwillingness to provide the data by private employers. It is recommended that the City work with employer groups in the City, such as the Chamber of Commerce, to develop a community wage survey that would include data from the private sector.

The advantage gained by comparing wage data from the private sector to the wages paid for similar positions in the City is that a more representative market view of wages is obtained for these positions. For positions found in the public and private sectors (e.g., administrative positions, IT positions, etc.), skill sets and job requirements do not vary to a significant degree. Increasingly, municipal employers are recruiting from the private sector, and likewise, employees in the public sector are seeking opportunities in the private sector. The City would be better prepared to address retention and recruitment issues related to wages for these cross-sector positions if the private sector data is included when considering the appropriate market positioning.

3. **Positioning of salary ranges.** The compensation objectives state that the median of the primary market data be used as the market level on which to set salary ranges. It is recommended that the City more fully develop its benchmarking of services provided to the Lawrence community compared to other communities. This would provide a mechanism to base the positioning of salary ranges based on the overall performance of the City's employees in providing services to the citizens.

Basis of Job Value

This topic deals with the assignment of positions to salary grades in the compensation structure. The City has an existing job evaluation process to slate positions into the various salary grades. This process was implemented in 1995 and has been maintained by the Human Resources department since that time. Several recommendations related to this system are being proposed:

3. **Implement a Job Evaluation Committee.** Currently job evaluations are done within the Human Resources department. It is recommended that a committee of nine employees from throughout the City be formed. The purpose of this committee would be to evaluate positions and assign ratings and points. This information would then be utilized to place the positions into the appropriate salary range. It is recommended that the Human Resources Manager be the convener of this group; that members have a 3 year staggered term, and that the committee meet at least quarterly to review positions.
4. **Evaluate all positions on a triennial basis.** Every position should be re-evaluated by the Committee at least every three years. It is recommended that a review of the City's positions include an initial review of 1/3 of the City's positions initially. Then 1/3 of the positions should be reviewed during the next year in quarterly meetings of the Committee, followed by the final 1/3 being reviewed the third year in similar quarterly meetings of the Committee. The purpose of the initial review is to review positions without a current job evaluation rating and to train the committee on performing job evaluations.

Pay Mix

This project has undertaken a review of the base and skill pay components of the compensation plan. The development of benefits objectives and programs has been left for the Employee Benefits Committee of the City. The general guidance from this study is that, "The City's employee benefits objectives will be developed and maintained in a separate set of benefits documents. Benefit objectives should be aligned with the City's compensation objectives." As a result, the recommendations for the use of the pay mix by the City will focus only on the base pay and skill incentive components of the plan. It is understood that a companion analysis will be undertaken by the Benefits Committee.

1. **Clarify the role of Skill Pay in the City.** Currently skill based pay programs provide for approximately \$1,100,000 of annual compensation for employees based on the City's 2002 total compensation data. The skill pay listings in Appendix E and Appendix B show the current skill based pay programs and the departments using the various types of skill based pay.

The skill pay categories need to be reviewed for their appropriateness and applicability to each position. This begins with a tighter definition of skill based pay. As used in the compensation objectives, Skill Based Pay means, "significant skills or competencies that would be beneficial to the City but are not required to effectively perform the position's duties...An incentive to obtain these skills is beneficial to the City...There is significant effort needed by an employee to obtain the skills or competencies.". Any "skill" pay that is based purely upon tenure and does not meet this definition

should not be utilized. In these cases, the tenure recognition should come from the primary job classification and the City's longevity pay.

For all skill pay categories, the skill pay should be clearly defined in writing, have the job classifications eligible for the skill pay enumerated, have the measure of the attainment of the skill or competency defined, and state any annual requirements that must be maintained for an individual employee to continue to receive the skill based pay.

Prior to the implementation or revision of any skill pay programs, a thorough review of the program(s) by the Administrative Services Department should occur, followed by a formal approval by the City Manager.

2. **Investigate the opportunities for productivity initiatives with associated compensation programs.** These would most likely be related to enterprise funds of the City, however, could be developed within other area of the City. These would not be appropriate for all areas of the City nor all City employees. These programs would be used, "Where the specific outputs of an individual or work group are measurable in financial terms and a broad based effort can be undertaken to measurably and demonstrably improve performance..." These programs would need to be formal, well documented and carefully managed.

Several municipal entities have undertaken such efforts in their utilities. These efforts usually begin with a baseline measurement period, a formal approach to productivity improvement and then achievement of demonstrable goals. The value of the productivity improvements are then shared between the employees and purchasers of the services. The improvements for the purchasers are usually paid as either service improvements or reduced rate increases in the future.

Where well developed and implemented these types of programs have provided significant productivity improvements as well as an overall pay level for the employees based on the productivity of the unit.

Focus of Rewards

The focus of rewards is the basis on which individual employees receive increases in salary during their tenure of employment. There are several topics covered under this heading related to providing pay for performance and tenure for City employees.

1. **Strengthen performance management processes.** Technically performance management is not a part of the compensation program. The compensation program is built on the performance management system. This system must provide a strong foundation that fairly appraises the employee's performance and differentiates between performance levels

among employees. Additionally, for optimum effectiveness, employees should understand the performance standards by which they are measured and their supervisors' expectations as it relates to individual performance goals and objectives.

The current pay plan provides for a pay-for-performance component. However, there is not a significant differentiation between employees occurring. As a result effort to train supervisors in the performance management process and to manage the process would be beneficial to the City.

2. **Promotions should take into account several factors when determining pay.** When an employee is promoted into a position with supervisory responsibility the calculation of the employee's new pay rate should take into account the employee's historical total earnings, the total earnings of the employees being supervised, the relationship to others in the same job classification and a reasonable expectation of the employee's future performance. By considering all of these factors compression in earnings between a supervisor and subordinate can be mitigated.
3. **Recognition of Length of Service Pay should continue.** This pay program is very popular with employees and provides recognition of length of service. It is recommended that this program be continued, however, it is not recommended that the amounts being provided be increased. This will, over time, reduce the relative impact of the longevity pay in comparison to the pay for performance pay.

Structure of Compensation System

There are a wide variety of compensation program structures to be discussed from a recommendations standpoint. As a result, the approach to the recommendations will be to focus on the overall structure of the pay plans, then to address each of the specific components of the pay plans separately. It is observed, however, that many of the recommendations interrelate to each other and some only make sense if others are adopted.

Three distinct pay programs

The market data has indicated that the base pay programs for three groups of employees is common in the market. The first plan is the primary employee plan. This plan should cover all of the classified employees of the City except for Police and Fire/Medical Department employees. A separate pay program is recommended for each of these areas. Each of these programs will be discussed below.

It should be noted that while three distinct programs are recommended, it is recommended that all three programs be centrally controlled and administered by the Administrative Services department.

Primary Employee Pay Plan

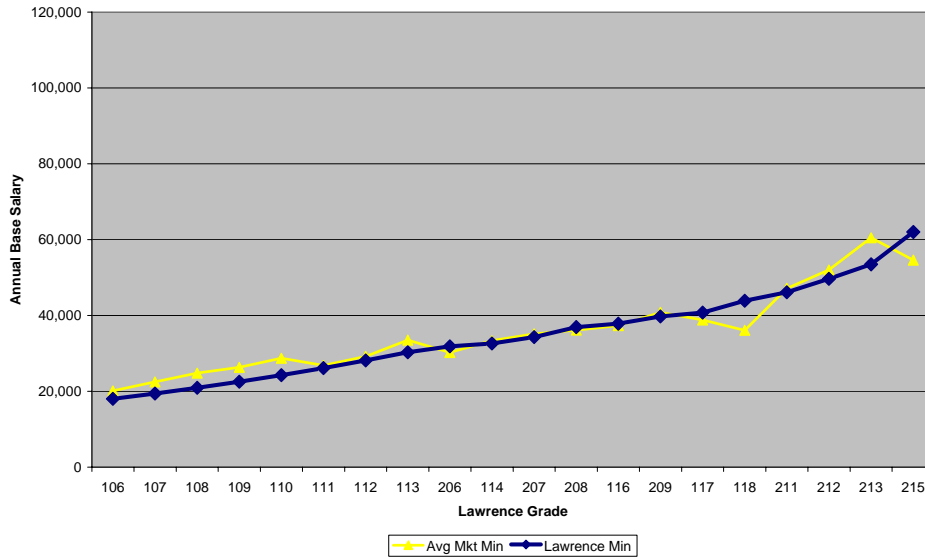
The primary pay plan, with the exception of certain management positions, is a step-based program. The steps are 2.5% apart, meaning that a movement through a salary range of one step would be a 2.5% increase. In general there are 17 steps in a salary range. This means that the top step is approximately 48% above the bottom step. This is referred to as the range spread, or spread from minimum to maximum. The other primary characteristic of the pay plan is that the start rate for the salary ranges are approximately 7.7% apart. This means that the difference between the salary grades is 7.7%. There is a distinguishing characteristic of the current primary employee pay plan. The salary ranges are defined in two primary series. The 100 series has positions that are primarily non-exempt. The 200 series has positions that are primarily exempt.

A single set of ranges should be developed for the primary employee plan.

The ranges numbered 111 through 120 have a significant overlap with the ranges numbered 202 through 212. The ranges are identical except that the 100 series ranges start 1 step (2.5%) higher than the 200 series ranges. This means that the range 111 and 202 are virtually identical, 111 starts one step higher and goes one step higher than 202. This difference is not justified in the market place, nor is it justified by the difference in points in the job evaluation plan. By developing a single set of ranges the program is both easier to administer and easier to evaluate from a market standpoint. For purposes of consolidation, the 100 series ranges should be utilized for the new combined ranges.

Ranges 106 through 110 should be increased by 5%. The market data comparisons indicate that the most significant issues with market compensation in the primary pay plan are in the lowest ranges. These ranges are low when compared to market data. The following chart shows the comparison of the current Lawrence start rates with the market data collected as part of this study:

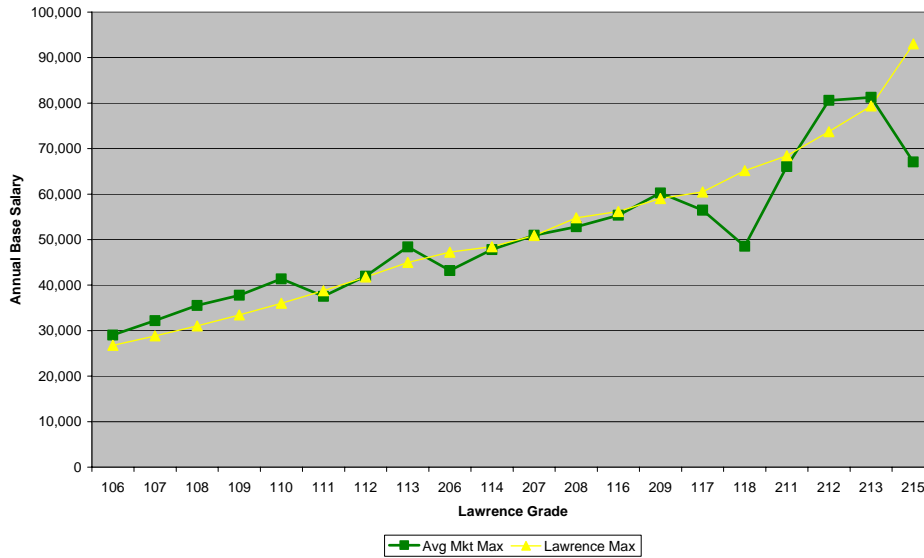
**COMPARISON OF LAWRENCE MINIMUM TO AVERAGE MARKET MINIMUM
PRIMARY MARKETS ONLY**



As this chart indicates the Lawrence market rates are very much in line with the overall market. The variances in the lower grades are market driven. There are a significant number of data points for this data. The variance in grade 118 is a very small sample size and has been disregarded in the analysis.

A five percent increase in these ranges would better position the start rates for the positions and would provide salary ranges that more match to the market data. The argument for this increase is further strengthened by the chart below showing the positioning of the Lawrence range at the maximum of the salary range:

**COMPARISON OF LAWRENCE MAXIMUM TO AVERAGE MARKET MAXIMUM
PRIMARY MARKETS ONLY**



This indicates that the lower ranges are farther from the market at the top end of the salary range than they are at the lower portion of the salary range.

A restructuring of the Clerical Position should be implemented. A comprehensive analysis of the City's clerical and support positions has been undertaken. The purpose of this separate review was to determine the most effective way to classify the clerical and support efforts of the City. A committee was formed of employees in these positions and supervisors of these positions. The task before the committee was to come up with a standardized methodology to determine the appropriate leveling and market analysis to be conducted for these positions.

The first task was to develop a standardized methodology for this purpose. The consultant recommended a grid to be used that would have several of the key dimensions of the positions, and would provide for the evaluation of a specific position along those dimensions. For each dimension, four categories from the most basic to the most advanced were developed. The departments then were to evaluate all of their clerical and support positions on these dimensions. The data from this analysis can be found in Appendix D.

The placement of positions into the new ranges has been tentatively made. Overall 57 employees would be affected by this change. Of those employees, 10 employees would be below the minimum of their new salary range and 8 would be above the maximum of their new salary range. The total amount below the salary

range is \$ 20,736. Those employees above their salary range would be frozen until the salary range exceeded their current salary, and then they would be moved to the appropriate step in the range.

Further modifications to the salary ranges should occur in approximately two years. Additional modifications to the salary ranges need to occur as the salary plan progresses. These modifications will be contingent on several factors; however, they should not entail significant implementation costs.

The activities that need to occur for these changes to be made are:

- Job Evaluation Committee evaluation of all of the City's positions. Based on the recommendations above this should be complete by July 2005.
- Review of Skill based pay and elimination of all skill based pay that does not meet the revised definition of skill based pay. In several instances this will include moving the skill pay into the employee's base rate as the skill is no longer considered valid for the specific position.
- Positioning of salary ranges with a greater spread between the ranges. The market data and contemporary compensation practice would indicate that grades with less than 10% to 15% between the ranges will be difficult to justify from a market perspective. As a result a new grade and step table should be developed based on the above two items and the market data at the time the new ranges are developed.

Below are the pay scales for the proposed ranges, those to be implemented sooner and the secondary implementation later.

**PRIMARY PAY PROGRAM
PROPOSED 2004 SALARY RANGES:**

The table shows the proposed grade conversion from the existing salary grades to

CURRENT GRADE	NEW GRADE	CURRENT MINIMUM	CURRENT MAXIMUM	PROPOSED MINIMUM	PROPOSED MAXIMUM
106	106	8.67	12.88	9.11	13.53
107	107	9.34	13.87	9.81	14.57
108	108	10.06	14.93	10.57	15.69
109	109	10.83	16.08	11.38	16.89
110	110	11.66	17.32	12.25	18.19
111	111	12.56	18.65	12.56	18.65
112	112	13.53	20.08	13.53	20.08
113	113	14.57	21.63	14.57	21.63
114	114	15.69	23.29	15.69	23.29
115	115	16.89	25.08	16.89	25.08
116	116	18.19	27.01	18.19	27.01
117	117	19.59	29.09	19.59	29.09
118	118	21.10	31.32	21.10	31.32
119	119	22.72	33.73	22.72	33.73
120	120	24.47	36.33	24.47	36.33
203	111	12.25	18.19	12.56	18.65
204	112	13.20	19.59	13.53	20.08
205	113	14.21	21.10	14.57	21.63
206	114	15.31	22.72	15.69	23.29
207	115	16.48	24.47	16.89	25.08
208	116	17.75	26.35	18.19	27.01
209	117	19.11	28.38	19.59	29.09
210	118	20.58	30.56	21.10	31.32
211	119	22.17	32.91	22.72	33.73
212	120	23.87	35.44	24.47	36.33
213	121	25.71	38.16	25.71	38.16
214	122	27.68	41.10	27.68	41.10
215	123	29.81	44.72	29.81	45.36
216	124	32.05	48.07	32.05	48.77
217	125	34.45	51.68	34.45	52.42
218	126	37.04	55.56	37.04	56.36
219	127	39.82	59.72	39.82	60.58
220	128	42.80	64.20	42.80	65.13
221	129	46.01	69.02	46.01	70.01

the new salary grades along with the proposed minimum and maximum for the new salary ranges. It should be noted that top salary ranges are not currently used by any position in the City.

This will provide for an interim structure that will allow the City to implement recommendations in a cost neutral fashion. At the same time, when vacancies occur in the lower graded positions, the starting rate will be more competitively placed within the market. This should facilitate the attraction of employees in the lower grades who will stay with the City as the economy changes and the labor market becomes more competitive again.

In addition, these changes will reflect a more simplified approach to compensation where all of the primary positions are included within the same program. This will allow for the number of salary grades to be reduced in the

second phase of the project discussed above. In the second phase, the spread between the ranges will be increased and the number of the salary ranges will be reduced. This program takes the number of salary ranges from 32 ranges to 24. The next phase will reduce the number of ranges again based on the changes during the next two years.

PROPOSED FUTURE SALARY RANGES:

The above recommendation projects that a modification to the salary ranges in 2006 would further reduce the number of salary ranges. This program is designed to create more spread between ranges and to group more similar positions into the same salary range. The table below shows a projected salary grade and range table based on the further reduction in the number of salary ranges to 16. This would provide that the salary ranges have 12.5% between the ranges. It should be noted that this table is in 2004 wage data so it is comparable with the above salary table. The actual table to be utilized in 2006 would need to be adjusted based on the changes in the market rates over the next three years.

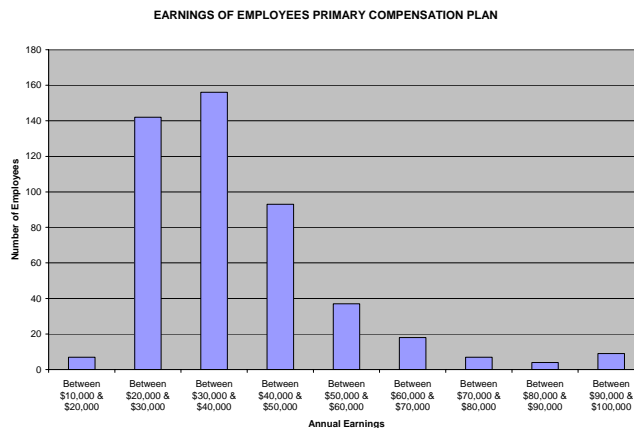
Phase 2 Grades	Phase 2 Minimum	Phase 2 Maximum
901	9.11	13.53
902	10.20	15.15
903	11.43	16.97
904	12.80	19.00
905	14.33	21.29
906	16.05	23.84
907	17.98	26.70
908	20.14	29.90
909	22.56	33.49
910	25.26	37.51
911	28.29	42.01
912	31.69	47.05
913	35.49	52.70
914	39.75	59.03
915	44.52	66.11
916	49.86	74.04

These ranges should not be utilized at the current time since the job evaluation data has not been reviewed by the job evaluation committee and the inclusion of the appropriate skill pay in base pay has not occurred.

It is recognized that changes to this salary grade matrix may be somewhat uncomfortable to employees in that positions that are in different grades today will be in the same grade in the future. While potentially discomfoting to existing employees, this will provide for a more equitable relationship between positions for more recognition between the levels of the positions within the organization.

Implementation of the Primary Plan

As of May 2003, there are a total of 476 employees in this pay plan. Of this number of employees, of this number 175 (36.8%) of the employees are at the maximum of their salary range. The average salary for these employees is \$ 38,608. Of this group, 467 (98.1%) are full time employees. The distribution of employee earnings is as shown in



the chart. As this chart clearly shows the employees of the City of Lawrence are earning a livable wage, and will continue to do so with the implementation of the recommendations of this compensation plan.

Before discussing the costing assumptions related to the implementation of this plan it is appropriate to discuss the assumptions used in developing the costs of implementation. A very conservative approach is utilized in calculating this. This means that the costs calculated are the maximum possible cost for implementing the plan, not the expected cost for implementing the plan. These assumptions are:

1. All programs are implemented on the first day of the fiscal year and affect all employees as of that date.
2. All pay increases for employees are assumed to occur on the first day of the fiscal year. In actuality, the increases for employees occur on the evaluation date of the employee. If the employees receiving an increase have evaluation dates that are spread throughout the year the cost would be only 50% of the full year costs in the first year of implementation. However, to fully understand a full fiscal year impact the full year cost has been estimated.
3. If an employee is at the maximum pay step and additional steps are added, it is assumed that the employee will receive a 2 step increase for the year. In fact, the employee's performance will determine the number of steps. Based on the 2002 performance increases, this would over estimate the costs since not all employees received a 2 step increase.
4. No turnover is assumed. It is assumed that the employees currently on the payroll will continue on the payroll and will not terminate and be replaced with employees earning a lower wage.
5. Employees who are below the minimum of the proposed salary range would be moved to the minimum of the range as of the first day of the year and would then receive their normal increase during the year.
6. Employees who are not currently on a step of the program for those employees in the step program will be placed on the next step in the program which is immediately above their current pay rate. This will happen as of the first of the year and the employee will receive a normal increase during the year.

The implementation of the first phase of these recommendations will have an immediate cost of \$ 14,608 and affect 15 employees who are below the minimum of their new salary range. It will affect five employees who are not evenly on a new step in their salary range. In addition it has the potential cost of \$ 139,933 in additional step increases for the 175 employees covered under this pay program who are currently at the top step of their range. Some of these employees would receive a step increase under the proposed plan where they would not under the current plan. This is because for some ranges, primarily the lower ranges, the maximum of the range is increasing. The employees moving to minimum will

receive an average increase of \$ 959. The employees who would receive an additional step (86 employees) would receive an average increase of \$1,627, or approximately 4.2%. These employees may not receive this entire amount based on their individual performance.

The method of conversion to the proposed plan will be as follows:

1. Any employee below the minimum of his/her new salary range would be placed on step 1 of the range.
2. Any employee (5 employees) who is not currently on a step of the new salary range will be placed on the next higher step in the salary range.
3. Any employee who would be eligible for additional step increases would receive it on their next evaluation date if performance standards are met.

The cost impact of these changes listed above assumes that all of the changes occur on the first day of the fiscal year and last all year. To the extent that the employee's evaluation dates are spread throughout the year, the fiscal year budget impact would be reduced.

Police Department Pay Program

Compression Issues

The following table provides some insight into the salary compression issues within the department. This data shows actual earnings for 2002. Officers who were either hired or terminated in 2002 have been eliminated from the list, so that all data represents employees who were employed for the entire year.

Position	Pay for Regular Time Worked	Skill/Add Pay Earnings	OT / DT Pay	Other (Vacation, Sick, Holiday, etc.) Pay	Total
Police Officer	37,725	2,433	2,617	5,302	48,076
Detective	45,235	8,106	12,354	6,447	72,143
Sergeant	56,926	9,081	455	8,607	75,069
Lieutenant	69,419	367	0	13,272	83,058

Several comments on this table are appropriate. First, there is an appropriate spread between the ranks based solely on base pay (Pay for time worked and Other Pay). This indicates that the compression issues are being created by two factors, first the skill/add pays and the overtime. Overtime seems to be very unevenly spread. The average detective earned \$12,354 in overtime, 16% of their total earnings. This means that one out of every six dollars earned by detectives

was earned from overtime. The overtime is very unevenly spread. Police officers earn on average 5.4% of their earnings from overtime. The management levels effectively do not earn overtime.

It is difficult to address the detective compression issue from a compensation standpoint. It is assumed that the large amount of overtime for the detectives is by design and is done for scheduling reasons. Given this assumption and the results from 2002, it would appear that the compression issue would need to be addressed by increasing the compensation of Sergeants to provide an adequate spread in earnings over the detectives. However there is little room to increase sergeants without further compounding the narrow spread between the sergeants and lieutenants. In 2002, one sergeant earned more than any of the lieutenants. And one detective earned more than all of the sergeants and lieutenants. As a result, unless the overtime of the detectives is reduced, the sergeants need to be increased solely to address the compression issues.

The second issue is that there is a very significant gap between the earnings of the police officers and detectives. The average police officer earns 66% of the average detective. Given the market data discussed below, this gap is clearly not justified in the market.

Market Data

The market data for the police officer and detective are relatively straightforward. The market data for sergeant and for lieutenant are more difficult to deal with. The basic market data for the police officers and detectives is presented below:

COMPARISON OF COMPENSATION PROGRAMS FOR POLICE OFFICER/DETECTIVE EMPLOYEES

CITY	POSITION TITLE	ANNUAL MINIMUM	ANNUAL MAXIMUM
Shawnee	Police Officer I	34,050	50,419
Shawnee	Police Officer II	36,670	54,309
Shawnee	Police Officer III	39,499	58,490
Wyandotte County/KCK	Patrol Officer	30,988	54,496
Wyandotte County/KCK	Detective*Same as Sgt.	55,004	57,512
Overland Park	Police Officer	36,204	60,480
Topeka	Police Officer	30,472	51,813
Topeka	Detective (maximum pay)	32,864	55,973
Olathe	Police Officer	33,750	46,188
Olathe	Senior Police Officer	47,829	58,191
Lenexa	Police Officer	35,693	53,539
Lenexa	Master Police Officer	42,702	64,054
Douglas County Sheriff	Deputy Sheriff	35,131	52,707
Douglas County Sheriff	Detective	44,262	66,393
Lawrence	Police Officer	32,890	44,669
Lawrence	Detective	39,927	52,707
*Shaded positions are used in the calculation of the averages			
Police Officer	Median	34,050	58,191
	Average	34,097	57,770
Detective	Median	42,702	59,312
	Average	42,623	60,796

To fully understand this market data and the comparisons that should be made to it, we need to examine the market data and the use of the skill/add pay programs of Lawrence. It is reasonable to assume based on the skill pay program that an entering officer would not be eligible for skill based pay. As a result, the stated base pay for the market and for Lawrence should be used as the comparison data. This market data indicates that in general the police officer starting rate for Lawrence is 97% of the market. The actual difference is approximately \$ 1200 or \$100 per month. In terms of ranking with the comparison communities, Lawrence ranks 7th of the 9 communities in the starting rate.

Police Officers

The police officer analysis for the maximum rate of pay is not as easy as the minimum rate of pay since the skill/adds pay programs have some bearing on the rates. None of the other communities uses the skill program to the extent that Lawrence does. It is the consultant's opinion that the maximum rates as stated

from the other cities should be used as the comparison for the police officer. For Lawrence, it is recommended that the average skill paid to employees with 10 or more years of service be calculated and added to the Lawrence maximum to get a fair market comparison with the other communities. The average skill/add pay for police officers with over 10 years of service with the city is \$1127 per year. Assuming that this is added to the maximum of the salary range for the police officers, the revised maximum of the salary range would be \$ 45,796. The average top rate for police officers from the above table is \$57,770. This indicates that even with the average skill pay added in, there is a significant difference in earnings of Lawrence Police officers and their counterparts in the comparison cities.

Detectives

For the detectives, it is very difficult to compare the starting salary numbers given the skill pay programs of Lawrence. It is believed that the starting rates are of lesser importance for these positions since the incumbents in the position are promoted from police officer. The maximum rate of pay is relevant for this analysis, so that will be analyzed. The overall average rate of skill/add pay for the detectives is \$8,106 per year. This is significantly above the police officer position. Since all of the detectives have over ten years of service with the department, it is appropriate to add this average skill/add pay amount to the top of the salary range. By doing this, the salary range maximum for detectives is effectively \$60,813. Using this rate, the maximum for Lawrence detectives is right on the average detective maximum above of \$60,796. This indicates that the base rates for the detectives are competitive with the market. However, this does not address the issue that detectives have significant amounts of overtime paid to them. As stated before, \$1 of every \$6 earned by a detective is overtime.

Sergeants

The comparison of sergeants is somewhat of the reverse of the detectives. The comparison cities have sergeants that are paid on a non-exempt basis meaning that they are eligible for overtime payments. The Lawrence sergeants are not eligible for overtime as the position is classified as exempt under the Fair Labor Standards Act (FLSA) based on the duties assigned. This exemption is based on the duties performed by the sergeants in Lawrence. The primary comparison data for sergeants is presented below:

Entity	Salary Range Minimum	Salary Range Maximum	Eligible for Overtime	Estimate of Maximum with Overtime
Douglas County	44,262	66,393	Yes	71,704
Lenexa	48,693	73,039	Yes	78,882
Olathe	62,846	67,974	Yes	73,412
Overland Park	45,276	67,740	Yes	73,159
Shawnee	45,807	67,830	Yes	73,256
Topeka	NA	NA	Yes	
WYCO/KCK	55,004	57,512	Yes	62,113
Lawrence	46,108	66,393		
Median Rate	47,250	67,785		73,208
Average Rate	49,406	66,833		72,248

This data however, does not include the average skill/add pay that the sergeants receive. This additional pay averages \$9,081 for sergeants. This means that the effective maximum rate for sergeants is \$75,474. This is very comparable on an annual earnings basis with the estimated annual earnings including overtime for the other communities of \$73,208. As a result, from a market perspective, it appears that the sergeants are positioned properly in the local market.

Lieutenants

The market comparison is more difficult for lieutenants. For most communities, the lieutenant is the rank immediately above the sergeants. However, this rank normally has one or two rank levels between it and the chief. As a result, it is appropriate to question the comparison of Lawrence lieutenants with other community lieutenants. A summary chart for the comparison of the various ranks from the other communities is presented below:

Position	Entity	Salary Range Minimum	Salary Range Maximum	Eligible for Overtime
Police Lieutenant	Douglas County	47,498	71,718	No
	Lenexa	60,200	93,310	No
Missing level	Olathe	67,974	81,569	No
	Overland Park			No
Missing level	Shawnee	55,807	86,726	No
	Topeka			No
	WYCO/KCK			No
	Median Rate	58,004	84,148	
	Average Rate	57,897	83,494	
Police Captain	Douglas County	51,626	77,418	No
	Lenexa	65,000	100,750	No
Division Commander	Olathe	81,569	88,169	No
	Overland Park	57,600	86,400	No
	Shawnee	60,098	88,894	No
	Topeka	54,413	82,493	No
	WYCO/KCK	65,848	65,848	No
	Median Rate	58,849	87,285	
	Average Rate	61,308	87,344	
Level Reporting to Chief	Douglas County	55,764	83,636	No
Police Captain	Lenexa	65,000	100,750	No
Major	Olathe	88,169	94,769	No
Major	Overland Park	65,280	97,920	No
Deputy. Chief	Shawnee	64,719	95,729	No
Assistant Chief	Topeka	57,720	87,485	No
Deputy Chief	WYCO/KCK	80,193	80,193	No
	Median Rate	64,860	95,249	
	Average Rate	67,713	91,966	

The salary range for the Lawrence Lieutenants is \$54,472 to \$79,381. This range is 92% of the comparison communities at the minimum and 94% below the communities at the maximum. And these comparisons do not take into account the fact that the lieutenant position in the comparison communities does not report to the chief. If we use the data from the position that reports to the chief, the Lawrence ranges are 82% of the community average at the minimum and 83% of the average at the maximum. If other market comparison positions are selected

the difference between the market and the Lawrence ranges would be between 82% and 92% of the market.

Recommendations

With this pattern of comparisons to the market and with the issues of compression, the recommendations must be viewed as a whole since there are efforts to make positions more reflective of the market and less susceptible to internal pay compression. The recommendations will be presented by rank level; however, implementing only one of the recommendations may exacerbate the compression issues if recommendations for other ranks are not implemented.

1. **Police Officer**-The police officer position does not provide adequate growth in the position compared with other communities. As a result it is recommended that the police officer position have its range extended. The current range should be extended by adding two steps a year to the top of the range until the salary range has 22 steps. This will take 6 years to accomplish. At the same time this is done, the skill based incentive for years of service should be phased out. This phase out should be accomplished by eliminating the longest skill pay for time in position by one level each year beginning in the second year in which steps are added to the pay program. It is assumed that the overall program will be adjusted with market each year in addition to the addition of the steps.
2. **Detective**-The recommendations related to the detective are related to the fact that the market positioning for detectives is appropriate. The issue with the detectives is that a large volume of overtime is being paid to the detectives and this is creating a compression issue with the sergeant position. It is also recognized that there is a staffing study currently underway for the police department. This study may address additional staffing issues that would bear on the compensation plan.

There are two recommendations for the detective position. These recommendations are made based on market data and are not based on an extensive analysis of the operational methodology of the department. The operational methodology is being studied in a separate study.

- a. **Eliminate the rank of detective and add additional steps to the police officer pay program**-This would make the Lawrence department more similar to the Johnson County police departments. If this were done, the detectives would be placed in the police officer pay range. The police officer pay range would be extended beyond the recommendation above to a total of 24 steps. It is recommended in this case that the police officer range be divided into two ranges, a Police Officer range with the first 12 steps, and a Master Police Officer with the additional 12 steps. Criteria for movement between the levels would be based on attainment of certain criteria; however, there would be no limit on the number of individuals who could be

Master Police Officers. It is assumed that if this occurs, the overtime will be more evenly spread throughout the department instead of concentrated on a relatively few employees.

- a. **Reduce the overtime for detectives**-Since the base pay for the detectives is right on the market, adding additional staff to reduce the overtime of the detectives as a group would offer the promotional opportunity to additional officers and would reduce the overtime costs relieving the compression with the sergeants. It is recognized that the total amount of overtime can not be eliminated. However, if it is reduced from 16% of total earnings to 10% of total earnings the compression issues with the sergeants would be relieved to a great extent. It is understood that the City is attempting to address this issue in the current fiscal year by hiring an additional five detectives.

3. **Sergeant**-The sergeant is appropriately positioned in the market. The only compensation issue is related to the compression caused by the overtime with the detectives. If either of the two recommendations with respect to detective is implemented, the compression issues should not exist.

If no action is taken with respect to detectives, then the sergeants should receive additional compensation. Given that the sergeants are exempt employees there are two forms of possible additional compensation. First, an increase in base pay of 5% could be given to all sergeants. This would provide a wider spread between the sergeants pay and the detectives pay. The other alternative would be some form of limited overtime pay even though they are exempt. This would provide the additional pay for only those who work additional hours. This would start paying overtime at some number of hours above 40 (e.g., for hours worked over 45 or 48 in a week) and would be paid at the straight time rate of the sergeants.

4. **Lieutenant and Inspector**-It is recommended that this position be compared to the Captain rank in the other departments in the area as the span of control of the Lawrence Lieutenants is comparable to that of the Captain in the comparison cities. This should provide an appropriate relationship to the market and to the sergeants. This would mean that the salary range should be adjusted upward by 10%. The employees should receive increases in addition to the normal merit increases of 5% over the next two years.

These recommendations are designed to provide a competitive compensation plan for the police employees as well as eliminate the pay compression issues in the department. A financial impact analysis has not been fully completed. Once a decision on the choice of options for the detective position is made, the program may be fully developed.

Fire/Medical Department Pay Program

The Lawrence Fire/Medical department provides comprehensive fire and medical services for the community. This is dissimilar to many of the primary market communities for the comparison purposes. For the Johnson County Kansas communities, there is a separate fire and medical entity. For some other communities, such as Lee's Summit MO there is a more similar entity. As a result, this has been one of the most challenging areas from a market comparison perspective. As a result, the approach to this area will be to include primarily fire department data and to note where there are medical differentials paid to the employees working in the area.

The primary position is the firefighter/medic position. This position serves as the basis of comparison for the market. The following analysis provides information on the pay for these positions:

COMPARISON OF COMPENSATION PROGRAMS FOR FIRE LINE EMPLOYEES

CITY	POSITION	ANNUAL MINIMUM	ANNUAL MAXIMUM	Paramedic Differential	Minimum	Maximum
Shawnee	Firefighter I	31,625	45,812	No paramedic differential		
Shawnee	Firefighter II	34,064	50,413			
Shawnee	Firefighter III	36,678	54,305			
Lee's Summit	Firefighter	32,672	41,820			
	Engineer	35,285	47,047	Paramedics receive a differential		
	Fire Specialist	37,899	57,502	of 10% above the salary in	35,939	63,252
	Fire Captain 1	41,820	60,116	whatever position they occupy		
	Fire Captain 2	47,047	63,775			
Overland Park Fire	Firefighter/EMT	33,047	53,414	Paramedic Range pays an 8%		
Overland Park Fire	Lieutenant/EMT	56,110	58,906	differential above this range	60,570	63,598
				Driver differential of \$2900, Paramedic differential of \$3,250		
Olathe, KS	Firefighter	33,750	46,188	have not been added to the base		
Olathe, KS	Firefighter/ESS	47,829	58,191	rate	51,079	61,441
Lenexa, KS	Firefighter I	34,008	51,012			
Lenexa, KS	Firefighter II	35,693	53,539	Paramedic salary range is 19.3%		
Lenexa, KS	Master Firefighter	42,702	64,054	above Firefighter II	42,573	63,889
Lawrence	FIREFIGHTER/MEDIC (2912 HRS)	32,096	43,571			
Lawrence	FIRE/MEDICAL LIEUTENANT (2912 HRS)	35,429	48,116			

	Minimum Base Salary	Maximum Base Salary
Average Comparison Positions (Note 1)	32,838	58,591
Lawrence Base Pay	32,096	48,116
Lawrence with additions		52,687
Addition for Top Scale Pay		
EMT-ID 5% - 7.5% Shown at 7.5% (Limited to 45 positions)		3,609
Acting Officer Pay 2%		962

This data shows the variety of structures in the various entities with respect to fire. As with the police, the primary market comparison has been with similar duties, though those duties may be structured in a variety of ways. In general the market data indicates that Lawrence provides a competitive wage at the entry rate for firefighters. However, the maximum rate of pay is not as market competitive.

The management positions for the Fire/Medical department are fairly market competitive. The table on the next page indicates the market data for the management positions.

City	Comparison Lawrence Position	Position	Minimum Annual	Maximum Annual
Lawrence	FIRE/MEDICAL BAATTALION CHIEF	Fire/Medical Battalion Chief	53,472	79,381
Lenexa	FIRE/MEDICAL BAATTALION CHIEF	Fire Batttalion Chief	55,328	85,788
OP Fire	FIRE/MEDICAL BAATTALION CHIEF	Fire Battalion Chief	76,200	90,000
Shawnee	FIRE/MEDICAL BAATTALION CHIEF	Fire Batttalion Chief	49,326	72,959
	FIRE/MEDICAL BAATTALION CHIEF Average		58,582	82,032
Lawrence	FIRE/MEDICAL CAPTAIN	FIRE CAPTAIN	46,108	68,450
Lenexa	FIRE/MEDICAL CAPTAIN	Fire Captain	48,693	73,039
Olathe	FIRE/MEDICAL CAPTAIN	Fire Captain	62,846	67,974
OP Fire	FIRE/MEDICAL CAPTAIN	Fire Captain/EMT	61,857	68,042
OP Fire	FIRE/MEDICAL CAPTAIN	Fire Captain/Paramedic	66,805	73,485
OP Fire	FIRE/MEDICAL CAPTAIN	FireSenior Captain	69,351	69,351
Shawnee	FIRE/MEDICAL CAPTAIN	Fire Captain	42,543	62,987
	FIRE/MEDICAL CAPTAIN Average		56,886	69,047
Lawrence	FIRE/MEDICAL CHIEF	FIRE CHIEF	66,663	99,994
Olathe	FIRE/MEDICAL CHIEF	Fire Chief	67,579	98,958
OP Fire	FIRE/MEDICAL CHIEF	Fire Chief	96,000	120,000
Shawnee	FIRE/MEDICAL CHIEF	Fire Chief	68,964	99,996
Lenexa	FIRE/MEDICAL CHIEF	Fire Chief		
	FIRE/MEDICAL CHIEF Average		74,801	104,737
Lawrence	Fire/Medical Deputy Chief	Fire/Medical Deputy Chief	57,583	85,485
Lenexa	Fire/Medical Deputy Chief	Fire Division Chief	65,000	100,750
OP Fire	Fire/Medical Deputy Chief	Fire Deputy Chief	81,600	102,000
Topeka	Fire/Medical Deputy Chief	Fire Deputy Chief	54,413	82,493
Topeka	Fire/Medical Deputy Chief	Fire Division Chief	50,773	68,328
	Fire/Medical Deputy Chief Average		61,874	87,811

Based on this market data, the recommendations on the next page are made with respect to the fire/medical compensation program.

These recommendations are made based on the assumption that ongoing discussions about these recommendations will occur with the IAFF related to the MOU.

Equity between Police and Fire pay programs

In addition, there is an internal equity issue between the police sergeants and the fire captains. It is recommended that from an internal equity standpoint these positions should be compensated equivalently from a total compensation standpoint. As a result, the use of the skill based or other compensation strategies should be investigated to provide parity of compensation between the police sergeant and fire captain. The resolution of the detective overtime and sergeant compensation will need to occur before this can be properly resolved.

In addition, the market indicates that a parity in compensation should exist between the police officer and firefighter/medic ranges.

City of Lawrence Fire Department

Employee is Hired as a Firefighter, typically at the minimum of the salary range unless an experienced transfer into the Department.

Step	FIRE FIGHTER	DRIVER	LT	ANNUAL SALARY	CAPTAIN	BAT CHIEF	DPT CHF	CHIEF
1	11.0221			32,096				
2	11.2977			32,899				
3	11.5801			33,721				
4	11.8696			34,564				
5	12.1663	12.1663		35,428				
6	12.4705	12.4705		36,314				
7	12.7823	12.7823		37,222				
8	13.1018	13.1018		38,152				
9	13.4294	13.4294	13.4294	39,106				
10	13.7651	13.7651	13.7651	40,084				
11	14.1092	14.1092	14.1092	41,086				
12	14.4620	14.4620	14.4620	42,113				
13	14.8235	14.8235	14.8235	43,166	49,641	57,087	65,650	75,498
14	15.1941	15.1941	15.1941	44,245	51,130	58,800	67,620	77,763
15	15.5739	15.5739	15.5739	45,351	52,664	60,564	69,648	80,095
16		15.9633	15.9633	46,485	54,244	62,381	71,738	82,498
17		16.3624	16.3624	47,647	55,871	64,252	73,890	84,973
18		16.7714	16.7714	48,838	57,547	66,180	76,106	87,522
19		17.1907	17.1907	50,059	59,274	68,165	78,390	90,148
20			17.6205	51,311	61,052	70,210	80,741	92,853
21			18.0610	52,594	62,884	72,316	83,164	95,638
22			18.5125	53,908	64,770	74,486	85,659	98,507
23			18.9753	55,256	66,713	76,720	88,228	101,463
24					68,715	79,022	90,875	104,506

Employee moves to Driver position as soon as the requirements for driving are met and Employee is certified to drive all types of vehicles. When employee is promoted, the employee is moved down 4 steps in the grade.

When position becomes open for Lieutenant, employee is promoted to position and the employee is moved down 4 steps in the grade.

EXAMPLE OF PROMOTION IAFF MOU POSITIONS
 Firefighter on Step 7, making \$12,7823 promoted to driver would be placed on Step 11 making \$14,1092 per hour.

EXAMPLE OF PROMOTION EXEMPT POSITIONS
 Lieutenant on Step 17 making \$ 16,3624 would be place on Step 17 of the Captain range making \$55,871 per year

Lieutenant promoted to Captain is promoted across and stays on the same step in the new pay range

Captain promoted to Battalion Chief is promoted across and stays on the same step in the new pay range

Battalion Chief promoted to Deputy Chief is promoted across and stays on the same step in the new pay range

The salary on promotion to Fire Chief is at the discretion of the City Manager and Council, steps are show for illustrative purposes only

SKILL BASES INCENTIVE PAY

EMT-ID Skill pay would remain as it currently structured
 Paramedic Skill pay would remain as it is currently structured
 Other skill incentives would be reviewed in light of the compensation objectives to determine if maintaining them is appropriate.

Administration of Compensation

This topic deals with the methods used by the City to administer its compensation programs. The administrative details govern how easily the plan can be administered.

Formal written policies should be developed for all compensation plan components. The necessity to develop the skill/add pay programs was addressed earlier. However, this is just one piece of the compensation administration. Formal policies governing all aspects of the compensation plan should be developed and available to employees, supervisors and managers for the administration of the plans.

The administrative services area should provide a centralized control over all of the compensation and benefits programs. No program should be implemented that is not administered and controlled by this area.

As noted earlier, it is recommended that the administration of all plan components be centralized through the Administrative Services department.

Appendix A Compensation Objectives

CITY OF LAWRENCE KANSAS COMPENSATION OBJECTIVES

The purpose of the compensation objectives of the City is to set out both short term and long term core design objectives for the City's compensation program. These objectives have been oriented around six key topics to provide a structure for the objectives. Each of the six core topics is explained below. The compensation objectives for the City then follow the explanation.

The six key topics are:

1. Market Position—This describes the general positioning of the compensation structures in the marketplace for labor.
2. Basis of Job Value—This describes the methodology to determine the relative ranking of positions with each other.
3. Pay Mix—This describes the components of the compensation plan in a general sense.
4. Focus of Reward—This describes the primary drivers that determine the individual's specific compensation within the compensation system.
5. Structure—This describes the overall level of structure that should be used to develop a compensation structure.
6. Administration—This describes the overall methodology of administering the compensation plans.

CITY OF LAWRENCE KANSAS COMPENSATION OBJECTIVES

1. The purpose of the compensation plans of the City of Lawrence is to attract, motivate and retain a superior quality workforce. The plans should be administered in a fair and consistent fashion considering the interests of the citizens of the City and its employees.

2. Market Positioning: The City will position its compensation program with the market according to the following criteria:
 - a. The primary market is defined as a set of organizations that both share the City's labor market and have a high number of matches with City benchmark positions. The primary markets used for comparison of wages for the City of Lawrence will be the cities of:
 - i. Topeka
 - ii. Unified Government of Wyandotte County/Kansas City, Kansas
 - iii. Olathe
 - iv. Shawnee
 - v. Overland Park
 - vi. Lenexa

 - b. The secondary market for comparison of wages is defined as those organizations who share the City's labor market but have relatively few matches to benchmark positions or organizations that have some matches to benchmark positions but the labor markets do not significantly overlap. The secondary markets for comparison of wages for the City of Lawrence will be the following:
 - i. Johnson County Government
 - ii. Douglas County Government
 - iii. State of Kansas
 - iv. University of Kansas
 - v. Big 12 cities
 - vi. Springfield, MO
 - vii. Champaign, IL

 - c. The private sector markets are the primary private employers within the City of Lawrence. In 2003, data is unavailable but should be periodically tested to see if data becomes available. Survey data for Lawrence is incomplete.

- d. The primary market comparison values for the City of Lawrence will be the salary range minimum and maximum for similar positions. In addition, where possible, differentials or supplemental payments (e.g.: differentials for various college degrees, clothing allowances, certifications) will be taken into account in determining the relevant market value of the positions.
 - e. Currently the City of Lawrence will attempt to position its pay grades at approximately the median level of the primary market pay for positions contained within a particular pay grade. As resources become available and the performance programs indicate it is appropriate, the City will attempt to incrementally increase its market position based on the overall performance of the City and the expectations for City services.
3. Basis of Job Value: In general, internal equity between City positions has greater weight in the City's compensation program than an individual job classification's relationship to compensation in the market. The exceptions are that public safety positions will attempt to maintain internal job equity within their own department not with the entire City. To accomplish this the following criteria will be used:
- a. The City of Lawrence will maintain a point factor job evaluation plan as the primary basis of determining the relative value of specific positions within the City:
 - i. The City will continue to use the job evaluation system developed and implemented by Ralph Andersen & Associates in 1996. The system is a point factor system using the following factors (listed in order of significance):
 1. Expertise (education/training and complexity)
 2. Decision Making (consequences/impact and independence)
 3. Supervisory Responsibility (level of supervision, nature of group supervised and number of people supervised)
 4. Contacts (purpose and type)
 5. Working Conditions (environment and effort)
 - ii. A job evaluation committee will administer the job evaluation plan.
 - iii. The primary weight will be given to the results from the job evaluation plan.
 - iv. Where the market data indicates that an individual job classification would be placed in a salary range two pay grades higher than the job evaluation rating for the position, the position may be placed in a higher grade for the duration of the time that the market supports such a change.

Whenever the market data no longer supports such change the position would revert to the grade based on the job evaluation plan.

- v. Where the results of the job evaluation plan indicate that the positions of the superior and subordinate would be placed in the same salary range, it is appropriate to adjust one or the other of the salary ranges to recognize the difference in the positions. The assigned pay grades of supervisor and subordinate may overlap and it is acceptable in certain situations that a subordinate's wages are higher than a supervisor's.
- b. The City of Lawrence should periodically review the job evaluation results for the City's positions
 - i. This evaluation should be routinely done every three years
 - ii. New positions and positions with substantially changed responsibilities should be evaluated as needed.
 - iii. Positions where an employment agreement with the employee is involved should be evaluated however the job evaluation process will be subordinate to the provisions of the agreement.
 - iv. Positions covered by a Memorandum of Understanding with the City should be evaluated, however the City will subordinate the job evaluation process to the process for developing the Memorandum of Understanding.

4. Pay Mix

- a. The primary components of the compensation system should be
 - i. Base salary- a range of monetary compensation that is attainable by everyone in assigned to a job classification.
 - ii. Skill or Productivity pay- Skill pay is monetary compensation available to or attainably by an individual or group of individuals who achieve and use in the course of their employment a specific skill, certification or production goal which is not needed by or available to everyone in the job classification. Production pay is a specific pay program designed to provide a monetary reward for achieving specific goals contained in the production pay program.
 - iii. Benefits-non monetary programs provided to employees that add value to their total compensation package.
- b. Base salary should provide the primary form of compensation for all employees.

- c. Whenever possible employee pay should be incorporated in the position's base pay. Skill pay and Productivity pay should only be used when pay is awarded for an additional skill possessed by or activities performed by a group of people which is generally smaller than the job classification for which they are assigned.
- d. Skill Pay or Productivity Pay should be provided to employees according to the following criteria:
 - i. Skill Pay is defined as an additional pay over base pay that when awarded will be maintained as long as the employee maintains the skill and remains in the job classification the skill pay is attached. All of the following conditions need to be met in the development of a skill based pay item.
 1. For specific job classifications, when specific significant skills or competencies would be beneficial to the City but are not required to effectively perform the position duties.
 2. An incentive to obtain these skills is beneficial to the City.
 3. There is a significant effort needed by an employee to obtain the skills or competencies.
 4. Skill based pay should never exceed 20% of the employee's base pay.
 5. When calculating pay differentials between supervisors and subordinates the City, appropriate skill based pay and average amounts of overtime should be taken into account. When determining pay equity between similar positions, appropriate skill based pay should be taken into account.
 6. Skill based pay should never create inappropriate wage compression between subordinates and their supervisors or other job classifications in their job series that are in a higher pay grade.
 - ii. Productivity Pay
 1. Where the specific outputs of an individual or work group are measurable in financial terms and a broad based effort can be undertaken to measurably and demonstrably improve performance, an incentive program to reward improved productivity may be developed. Such incentive plan should:
 - a. Reward the participants or unit who has achieved the productivity improvement
 - b. Yield demonstrated savings over a longer course than a single year

- c. At least 50% of the productivity improvement must be reinvested by the City to benefit the recipients of the services of the unit.
- e. The City's employee benefits objectives will be developed and maintained in a separate set of benefits documents. Benefit objectives should be aligned with the City's compensation objectives.

5. Focus of Rewards

- a. The primary focus of rewards should be on the individual employee based.
- b. Individual rewards, and in particular, increases in rewards should be based on:
 - i. The performance outcomes of the employee's performance.
 - ii. The employee's tenure with the City.
- c. The City should recognize promotions into positions of greater responsibility and should be based on past performance and expected performance in the new position. An increase in rewards would typically be provided, and, in general, employees should earn more than the employee's direct reports.
- d. Feedback on employee performance should happen on a frequent basis and should be documented at least annually with a formal performance review.

6. Structure of Compensation System

- a. All compensation programs, except where the incumbent is covered by a separate employment agreement, should be written and governed by policy.
- b. The structure of the compensation plans should be such that appropriate decision making by the immediate supervisor should occur with review of at least one level higher in the organization.
- c. The plans should be designed to be understood by all employees and should be communicated to all employees so that each employee has an understanding of the compensation systems of the City.
- d. Separate compensation structures should be developed where there are significant differences between employee groups, and should be similar to programs found in other similar organizations.
- e. The compensation structures should be reviewed every two to four years or more frequently if needed to assure that they are comparable with other similar organizations.

- f. When a limited amount of funding is available to devote to deficiencies in the compensation program, preference should be given to areas that when corrected will
 - i. reduce the greatest compression, retention or recruitment problems;
 - ii. positively affect the greatest number of employees.

7. Administration of Compensation Programs

- a. Policies should govern the development and application of all compensation programs. The City will develop policies and procedures that define a process for ongoing management of the pay program.
- b. The administrative burden for implementing a compensation program should be minimized so that it provides for significant input from the employee's supervisor but does not require an undue burden on the supervisor.
- c. The employee or supervisor should immediately report pay errors to the Administrative Services Department. The City will make every effort to correct errors made, and will provide adjustments in the compensation as appropriate. This may include the requirement that an employee reimburse the City for any overcompensation that the employee receives. Errors reported within six months of the action taken will be corrected. Errors discovered and reported after this time may be corrected at the City's discretion.

Appendix B Skill Based Pay Programs by Department

CITY OF LAWRENCE
Add Pay Summary By Department

Department	Add Pay Code	Total Amount Paid in 2002	# of EE's Receiving Add Pay	Department % of Total Add Pay	% of Department Add Pays
ADMIN SERVICES / PERSONNEL		\$427.39	1	0.04%	
COPIER MAINTENANCE	CM	\$427.39	1		100.00%
CENTRAL MAINTENANCE		\$13,972.17	14	1.28%	
ASE-MASTER TRUCK TECHN.	AM	\$6,262.31	6		44.82%
ASE-MASTER AUTO TECHNICIA	AA	\$6,051.18	6		43.31%
COMMERCIAL TIRE TECH	CT	\$816.37	1		5.84%
NO ADD PAY CODE ASSIGNED	(blank)	\$600.00			4.29%
AWS-WELDING CERT.	AW	\$242.31	1		1.73%
CITY MANAGER		\$13,310.21		1.22%	
NO ADD PAY CODE ASSIGNED	(blank)	\$13,310.21			100.00%
FINANCE / UTILITY BILLING		\$13,007.64		1.19%	
NO ADD PAY CODE ASSIGNED	(blank)	\$13,007.64			100.00%

FIRE & MEDICAL		\$572,472.54	393	52.46%
PARAMEDIC	PA	\$90,616.33	18	15.83%
PARAMEDIC	P6	\$85,185.28	12	14.88%
EMT-ID	E9	\$80,509.44	26	14.06%
ENGINEER	EN	\$70,482.82	33	12.31%
PARAMEDIC	P5	\$32,581.18	18	5.69%
EMT-ID	ID	\$32,016.63	21	5.59%
ASSOCIATE DEGREE	AD	\$29,325.43	32	5.12%
PUBLIC EDUCATION	PE	\$20,025.59	9	3.50%
ARSON	AR	\$17,951.77	7	3.14%
CORONER'S SCENE INVESTIGA	CS	\$16,564.16	6	2.89%
CLOTHING ALLOWANCE	CA	\$15,250.00	122	2.66%
EMT-ID	E8	\$14,701.44	31	2.57%
ACTING CAPTAIN	AN	\$14,148.04	14	2.47%
ACTING OFFICER/FIRE	AO	\$13,397.78	17	2.34%
NIGHT TIME FIELD CONSULT	FC	\$9,875.25	7	1.73%
AIR PAK MAINTENANCE	AP	\$8,722.11	4	1.52%
COMPUTER INCENTIVE	CO	\$7,676.93	3	1.34%
EMT-I	TI	\$5,553.20	5	0.97%
BACHELOR'S DEGREE	BA	\$2,490.97	3	0.44%
CLOTHING STORE CLERK	CC	\$2,367.43	1	0.41%
ACCIDENT INVESTIGATOR	AC	\$1,963.26	2	0.34%
FIRE ARMS INSTR/RANGEMSTR	FI	\$882.23	1	0.15%
GIS SYSTEMS ANALYST INCEN	GI	\$185.27	1	0.03%
HAND/BLDG INSPECTION		\$3,316.08	5	0.30%
CERTIFICATION INCENTIVE	CI	\$3,229.47	3	97.39%
60 HOURS COLLEGE (POLICE)	SH	\$43.84	1	1.32%
BACHELOR'S DEGREE	BA	\$42.77	1	1.29%

HEALTH / PUBLIC SAFETY		\$120.00		0.01%
NO ADD PAY CODE ASSIGNED	(blank)	\$120.00		100.00%
HOUSING & NEIGHBORHOOD DEV		\$2,499.90		0.23%
NO ADD PAY CODE ASSIGNED	(blank)	\$2,499.90		100.00%
LEGAL		\$3,000.00		0.27%
NO ADD PAY CODE ASSIGNED	(blank)	\$3,000.00		100.00%
PLANNING DEPARTMENT		\$5,032.37	5	0.46%
CERTIFICATION INCENTIVE	CI	\$4,539.72	4	90.21%
ACTING STATUS	AS	\$492.65	1	9.79%

POLICE DEPARTMENT		\$424,372.52	348	38.89%
FIELD TRAINING OFFICER	FT	\$42,867.67	17	10.10%
60 HOURS COLLEGE (POLICE)	SH	\$38,312.45	28	9.03%
ACTING LIEUTENANT/POLICE	AL	\$35,205.42	11	8.30%
BACHELOR'S DEGREE	BA	\$32,693.69	25	7.70%
FIRST RESPONDER (POLICE)	FS	\$31,375.19	28	7.39%
CRT	TU	\$27,922.07	19	6.58%
INTOXIMETER OPERATOR	IT	\$24,970.20	20	5.88%
MAJOR CASE SQUAD	MS	\$22,024.78	15	5.19%
SPECIAL INSTRUCTORS	SI	\$19,541.48	14	4.60%
ASSOCIATE DEGREE	AD	\$17,902.27	13	4.22%
EQUIPMENT ALLOWANCE	EA	\$15,000.00	75	3.53%
SPECIAL INVESTIGATIONS 2	SS	\$14,400.00	24	3.39%
EVIDENCE TECH I	ET	\$14,113.55	10	3.33%
NO ADD PAY CODE ASSIGNED	(blank)	\$14,055.00		3.31%
15 YEARS - MASTER PATROL	15	\$13,546.25	8	3.19%
EMERGENCY MEDICAL TECH-PD	EM	\$9,664.10	4	2.28%
CRT - RETIRED	RE	\$7,488.25	6	1.76%
18 YEARS - MASTER PATROL	18	\$7,083.76	4	1.67%
RANGE MASTER INCENTIVE	RA	\$6,061.53	4	1.43%
MASTERS DEGREE	MA	\$5,176.71	3	1.22%
21 YEARS - MASTER PATROL	21	\$5,162.84	3	1.22%
ACCIDENT INVESTIGATOR	AC	\$4,992.70	5	1.18%
PROMOTED/DISABILITY (PD)	PM	\$4,819.94	3	1.14%
ARSON	AR	\$3,536.96	3	0.83%
EVIDENCE TECH II	FP	\$3,156.70	2	0.74%
INTOXIMETER MECHANIC	IM	\$1,437.88	1	0.34%
CRIME PREVENT. PRACT CORP	CR	\$1,261.13	1	0.30%
	DI /			
DEATH INVESTIGATOR	SP	\$600.00	2	0.14%

PUBLIC WORKS / AIRPORT M		\$124.44		0.01%
NO ADD PAY CODE ASSIGNED	(blank)	\$124.44		100.00%
PUBLIC WORKS / BLDG MAINT		\$480.00		0.04%
NO ADD PAY CODE ASSIGNED	(blank)	\$480.00		100.00%
PUBLIC WORKS / COM SANITATION		\$480.00		0.04%
NO ADD PAY CODE ASSIGNED	(blank)	\$480.00		100.00%
PUBLIC WORKS / ENGINEERING		\$7,490.08	2	0.69%
REGISTERED LAND SURVEYOR	RL	\$4,883.98	1	65.21%
NO ADD PAY CODE ASSIGNED	(blank)	\$1,890.00		25.23%
ACTING STATUS	AS	\$716.10	1	9.56%
PUBLIC WORKS / LEVEE MGMT		\$144.00	1	0.01%
NO ADD PAY CODE ASSIGNED	(blank)	\$84.00		58.33%
PLANT OPERATOR CERTIFICAT	OC	\$60.00	1	41.67%
PUBLIC WORKS / RES SANITATION		\$480.00		0.04%
NO ADD PAY CODE ASSIGNED	(blank)	\$480.00		100.00%
PUBLIC WORKS / STORM WATER		\$589.32		0.05%
NO ADD PAY CODE ASSIGNED	(blank)	\$589.32		100.00%

PUBLIC WORKS / STREET IMPROV		\$2,844.36		0.26%
NO ADD PAY CODE ASSIGNED	(blank)	\$2,844.36		100.00%
PUBLIC WORKS / STREET MAINT		\$497.76		0.05%
NO ADD PAY CODE ASSIGNED	(blank)	\$497.76		100.00%
PUBLIC WORKS / TRAFFIC CENTER		\$480.00		0.04%
NO ADD PAY CODE ASSIGNED	(blank)	\$480.00		100.00%
UTILITIES / ADMINISTRATION		\$60.00	1	0.01%
PLANT OPERATOR CERTIFICAT	OC	\$60.00	1	100.00%
UTILITIES / CLINTON PLANT		\$2,670.28	2	0.24%
NO ADD PAY CODE ASSIGNED	(blank)	\$1,320.00		49.43%
ASSOCIATE DEGREE	AD	\$966.06	1	36.18%
CERTIFICATION INCENTIVE	CI	\$384.22	1	14.39%
UTILITIES / DISTRIBUTION		\$8,510.53	11	0.78%
CERTIFICATION INCENTIVE	CI	\$3,296.38	7	38.73%
NO ADD PAY CODE ASSIGNED	(blank)	\$2,280.00		26.79%
ASSOCIATE DEGREE	AD	\$2,196.81	2	25.81%
SAFETY TRAINING ASSISTANT	ST	\$737.34	2	8.66%

UTILITIES / KAW PLANT		\$2,965.70	2	0.27%
NO ADD PAY CODE ASSIGNED	(blank)	\$1,392.00		46.94%
ASSOCIATE DEGREE	AD	\$1,075.25	1	36.26%
SAFETY TRAINING ASSISTANT	ST	\$498.45	1	16.81%
UTILITIES / LABORATORY		\$1,764.85	3	0.16%
SAFETY TRAINING ASSISTANT	ST	\$963.51	1	54.59%
CERTIFICATION INCENTIVE	CI	\$381.34	1	21.61%
NO ADD PAY CODE ASSIGNED	(blank)	\$360.00		20.40%
PLANT OPERATOR CERTIFICAT	OC	\$60.00	1	3.40%
UTILITIES / SANITARY SEWER		\$6,863.83	8	0.63%
ASSOCIATE DEGREE	AD	\$3,051.92	3	44.46%
CERTIFICATION INCENTIVE	CI	\$1,669.65	4	24.33%
NO ADD PAY CODE ASSIGNED	(blank)	\$1,176.00		17.13%
SAFETY TRAINING ASSISTANT	ST	\$966.26	1	14.08%
UTILITIES / WASTEWATER		\$3,240.75	3	0.30%
NO ADD PAY CODE ASSIGNED	(blank)	\$1,512.00		46.66%
SAFETY TRAINING ASSISTANT	ST	\$892.78	1	27.55%
CERTIFICATION INCENTIVE	CI	\$835.97	2	25.80%
TOTAL ADD PAYS	Total	\$1,091,216.72		100.00%

Appendix C City of Lawrence Pay Plan



City of Lawrence

2003 Pay Plan

Mayor
Sue Hack

Vice-Mayor
David M. Dunfield

City Manager
Mike Wildgen

Assistant City Managers
David Corliss
Deborah Van Saun

Commissioners
James R. Henry
Martin Kennedy
Mike Rundle

*We are committed to providing excellent City services
that enhance the quality of life for the Lawrence Community*

106	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
106	8.6726	8.8894	9.1117	9.3395	9.573	9.8124	10.0577	10.3093	10.5671	10.8313	11.1021	11.3796	11.6642	11.9559	12.2548	12.5613	12.8753
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
107	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
107	9.3395	9.573	9.8124	10.0577	10.3093	10.5671	10.8313	11.1021	11.3796	11.6642	11.9559	12.2548	12.5613	12.8753	13.1973	13.5273	13.8656
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
108	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
108	10.0577	10.3093	10.5671	10.8313	11.1021	11.3796	11.6642	11.9559	12.2548	12.5613	12.8753	13.1973	13.5273	13.8656	14.2122	14.5676	14.9318
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
109	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
109	10.8313	11.1021	11.3796	11.6642	11.9559	12.2548	12.5613	12.8753	13.1973	13.5273	13.8656	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
110	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
110	11.6642	11.9559	12.2548	12.5613	12.8753	13.1973	13.5273	13.8656	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
111	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
111	12.5613	12.8753	13.1973	13.5273	13.8656	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
112	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
112	13.5273	13.8656	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
113	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
113	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5

114	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
114	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
115	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
115	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
116	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
116	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
117	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
117	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
118	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
118	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
119	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
119	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228	32.1059	32.9086	33.7314
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
120	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
120	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228	32.1059	32.9086	33.7314	34.5747	35.4391	36.3251
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
203	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
203	12.2548	12.5613	12.8753	13.1973	13.5273	13.8656	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934
ANNUAL	25489.98	26127.5	26780.62	27450.38	28136.78	28840.45	29561.38	30300.61	31058.14	31834.82	32630.62	33446.61	34282.77	35139.94	36018.53	36919.17	37842.27
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5

204	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
204	13.1973	13.5273	13.8656	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925
ANNUAL	27450.38	28136.78	28840.45	29561.38	30300.61	31058.14	31834.82	32630.62	33446.61	34282.77	35139.94	36018.53	36919.17	37842.27	38788.46	39758.16	40752.4
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
205	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
205	14.2122	14.5676	14.9318	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991
ANNUAL	29561.38	30300.61	31058.14	31834.82	32630.62	33446.61	34282.77	35139.94	36018.53	36919.17	37842.27	38788.46	39758.16	40752.4	41771.18	42815.55	43886.13
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
206	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
206	15.3052	15.6878	16.0801	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217
ANNUAL	31834.82	32630.62	33446.61	34282.77	35139.94	36018.53	36919.17	37842.27	38788.46	39758.16	40752.4	41771.18	42815.55	43886.13	44983.54	46108.4	47261.14
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
207	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
207	16.4821	16.8942	17.3166	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689
ANNUAL	34282.77	35139.94	36018.53	36919.17	37842.27	38788.46	39758.16	40752.4	41771.18	42815.55	43886.13	44983.54	46108.4	47261.14	48442.58	49653.76	50895.31
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
208	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
208	17.7496	18.1934	18.6483	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505
ANNUAL	36919.17	37842.27	38788.46	39758.16	40752.4	41771.18	42815.55	43886.13	44983.54	46108.4	47261.14	48442.58	49653.76	50895.31	52167.86	53472.22	54809.04
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
209	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
209	19.1145	19.5925	20.0823	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767
ANNUAL	39758.16	40752.4	41771.18	42815.55	43886.13	44983.54	46108.4	47261.14	48442.58	49653.76	50895.31	52167.86	53472.22	54809.04	56179.34	57583.76	59023.54
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
210	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
210	20.5844	21.0991	21.6267	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588
ANNUAL	42815.55	43886.13	44983.54	46108.4	47261.14	48442.58	49653.76	50895.31	52167.86	53472.22	54809.04	56179.34	57583.76	59023.54	60499.3	62011.87	63562.3
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
211																	
211	22.1675	22.7217	23.2897	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228	32.1059	32.9086
ANNUAL	46108.4	47261.14	48442.58	49653.76	50895.31	52167.86	53472.22	54809.04	56179.34	57583.76	59023.54	60499.3	62011.87	63562.3	65151.42	66780.27	68449.89
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
212																	
212	23.872	24.4689	25.0807	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228	32.1059	32.9086	33.7314	34.5747	35.4391
ANNUAL	49653.76	50895.31	52167.86	53472.22	54809.04	56179.34	57583.76	59023.54	60499.3	62011.87	63562.3	65151.42	66780.27	68449.89	70161.31	71915.38	73713.33
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
213																	
213	25.7078	26.3505	27.0093	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228	32.1059	32.9086	33.7314	34.5747	35.4391	36.3251	37.2333	38.1642
ANNUAL	53472.22	54809.04	56179.34	57583.76	59023.54	60499.3	62011.87	63562.3	65151.42	66780.27	68449.89	70161.31	71915.38	73713.33	75556.21	77445.26	79381.54
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
214																	
214	27.6845	28.3767	29.0862	29.8134	30.5588	31.3228	32.1059	32.9086	33.7314	34.5747	35.4391	36.3251	37.2333	38.1642	39.1184	40.0964	41.0989
ANNUAL	57583.76	59023.54	60499.3	62011.87	63562.3	65151.42	66780.27	68449.89	70161.31	71915.38	73713.33	75556.21	77445.26	79381.54	81366.27	83400.51	85485.71
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
215																	
215	29.8134-																44.72
ANNUAL	62011.87-																93017.6
216																	
216	32.0494-																48.0741
ANNUAL	66662.75-																99994.13
217																	
217	34.4531-																51.6796
ANNUAL	71662.45-																107493.57

218	1	2	3	4	5	6	7	8	9	10	11
218	37.0372-										55.5557
	55.5557										
ANNUAL	77037.38-										
	115555.86										

219	1	2	3	4	5	6	7	8	9	10	11
219	39.8150-										59.7225
	59.7225										
ANNUAL	82815.20-										
	124222.8										

220	1	2	3	4	5	6	7	8	9	10	11
220	42.8011-										64.2018
	64.2018										
ANNUAL	89026.29-										
	133539.74										

221	1	2	3	4	5	6	7	8	9	10	11
221	46.0112-										69.0169
	69.0169										
ANNUAL	95703.30-										
	143555.15										

306	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
306	16.54	16.9612	17.382	17.8219	18.2798	18.7197	19.1958	19.6718	20.1667	20.6609	21.1738	21.809	22.0122				
PERCENT	0	2.55	2.48	2.53	2.57	2.41	2.54	2.48	2.52	2.45	2.48	3	0.93				

308	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
308	19.1958	19.6718	20.1667	20.6609	21.1738	21.7048	22.2546	22.804	23.3719	23.9577	24.5623	25.2992	25.535				
PERCENT	0	2.48	2.52	2.45	2.48	2.51	2.53	2.47	2.49	2.51	2.52	3	0.93				

PERCENT 0 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5 2.5

405	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
405	11.0221	11.2977	11.5803	11.8698	12.1665	12.4707	12.7825	13.1022	13.4298	13.7656	14.1098	14.4626	14.8242	14.9624			
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.93			

407	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
407	12.1665	12.4707	12.7825	13.1022	13.4298	13.7656	14.1098	14.4626	14.8242	15.1949	15.5748	15.9643	16.3634	16.5235			
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.98			

408	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
408	17.8799	18.327	18.7852	19.2549	19.7363	20.2298	20.7357	21.2541	21.7855	22.3301	22.8885	23.4607	24.0473	24.2711			
PERCENT	0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.93			

Appendix D Clerical Position Analysis

**City of Lawrence, Kansas
Support Levels I – IV Definitions**

Duties	Level I	Level II	Level III	Level IV
Filing/Recordkeeping	Files correspondence and other records according to established procedures.	May do some filing. Searches for and investigates information contained in files, inserts additional data on file records, completes reports, keeps files current, and supplies information from file data.	Maintains files for manager or professional staff. Classifies material when classification is not readily discernible. Disposes of obsolete files in accordance with established record retention policy. Assures that privacy and confidentiality of records are maintained in accordance with appropriate legal requirements and organizational policies	Develops filing systems for manager or professional staff. Has in-depth knowledge of file contents and retrieves information for manager or professional staffs. Keeps official city records and executes administrative policies determined by or in conjunction with other officials.

Duties	Level I	Level II	Level III	Level IV
Incoming Correspondence	Collects, sorts, reads and routes incoming correspondence.	Sorts and categorizes incoming correspondence, brings items needing immediate action to the attention of the supervisor. Attaches related materials to correspondence to be answered by supervisor.	Sorts and categorizes incoming correspondence, brings items needing immediate action to the attention of the manager or professional staff. Removes junk mail, files materials that do not need review or follow-up as appropriate. Attaches related materials to correspondence to be answered by manager or professional staff.	Handles routine incoming correspondence for manager or professional staff. Develops follow-up mechanism to route incoming correspondence to appropriate personnel for response and follows-up to assure timely and effective reply. Summarizes the content of incoming materials, specially gathered information, or meetings to assist manager or professional staff; coordinates the new information with background office sources; draws attention to important parts or conflict.

Duties	Level I	Level II	Level III	Level IV
<p>Outgoing Correspondence</p>	<p>Types labels, envelopes memos, outgoing correspondence, reports, and other documents from prepared materials.</p>	<p>Types routine outgoing correspondence at the direction of the supervisor from dictation or prepared materials.</p>	<p>Composes draft or initial outline of outgoing correspondence with direction from manager or professional staff for manager or professional staff to review and revise. Composes letters and memoranda from dictation, verbal direction, or from knowledge of legal requirements, company policy or procedures.</p>	<p>Composes outgoing correspondence for manager or professional staff requiring knowledge of manager or professional staff's views, philosophy, and some understanding of technical matters. May sign for manager or professional staff when technical or policy content has been authorized.</p> <p>Reviews outgoing correspondence for manager or professional staff approval and alerts writers to any conflict with the file or departure from policies or manager or professional staff's viewpoints; gives advise to resolve the problem.</p>

Duties	Level I	Level II	Level III	Level IV
Phone	Directs caller to destination and records name, time of call, nature of business, and person called upon.	Answers telephone and gives information to callers, takes messages or routes calls to appropriate personnel. Initiates phone calls, schedules appointments.	Screens incoming phone calls for manager or professional staff. Routes phone calls not needing manager or professional staff's attention to the appropriate personnel and follows-up to assure appropriate attention or response has been given.	Provides effective control of incoming calls for the manager or professional staff. Screens calls for manager or professional staff, handles complaints or problems appropriately or directs callers to appropriate personnel and assures that issues are resolved in a timely and effective manner. Obtains materials or information that may be needed by manager or professional staff in order for the manager or professional staff to deal with the caller's issue in an effective manner.

Duties	Level I	Level II	Level III	Level IV
Meetings, Appointments, Conference Calls	<p>Answers questions and gives information to callers regarding schedules and arrangements.</p>	<p>Schedules meetings, conference calls and appointments for supervisor and other department personnel.</p> <p>Answers questions and gives information to attendees regarding schedules and arrangements.</p>	<p>Anticipates and prepares materials needed by the manager or professional staff for conference calls, appointments and meetings</p> <p>Schedules and coordinates meetings, conference calls, and appointments for staff members, for manager or professional staff and for situations involving coordination for multiple individuals.</p> <p>Coordinates arrangements for meetings, prepares materials for meetings, copies, and prepares agenda.</p> <p>Follows up on outstanding items from meetings and distributes meeting minutes or summary of meetings.</p>	<p>Assures that all materials are prepared and in place for manager or professional staff's meetings, conference calls and appointments.</p> <p>Prepares meeting location, assures location has appropriate equipment needed and is in working condition. Assures that any items needed by participants are readily available. Assures that condition of meeting location is appropriately attended to and that all visitor's or meeting attendants' needs are attended to or are prepared in advance of meeting.</p> <p>Notes commitments made by manager or professional staff or staff during meetings and conference calls and arranges for implementation or staff follow up.</p>

Duties	Level I	Level II	Level III	Level IV
Visitors	Receives visitors at establishment, determines nature of business, and directs visitors to destination.	Meets visitors and greets them appropriately. Announces the visitor's arrival to the supervisor.	Meets visitors and greets them appropriately. Assures visitors' needs are attended to. Determines items needed by manager or professional staff for meeting with visitor. Informs or summarizes issues for manager or professional staff prior to meeting with visitors. Informs manager or professional staff of the visitor's arrival.	Screens visitors for manager or professional staff, redirects visitors as appropriate or handles issues for manager or professional staff. Minimizes unnecessary interruptions. Sees to the appropriate level of attention and comfort for visitors. Assures that visitors that need to be kept separate or are in opposition are handled appropriately and that proper arrangements for separation are made in advance and are followed through.

Duties	Level I	Level II	Level III	Level IV
Travel	Communicates with travel agent the needs of a trip. Communicates dates of trip, location, and hotel room and car rental.	Arranges travel schedule and makes reservations for supervisor and other department personnel.	<p>Arranges travel schedule and makes reservations for manager or professional staff and other department personnel.</p> <p>Coordinates travel for multiple individuals both internal and external to the city. Coordinates meeting schedules, agendas, transportation arrangements to and from meeting locations, departure and arrival times, meals, breaks, and materials needed for individuals traveling.</p>	<p>Arranges travel schedule and makes reservations for manager or professional staff and other department personnel.</p> <p>Coordinates travel for multiple individuals both internal and external to the city. Coordinates meeting schedules, agendas, transportation arrangements to and from meeting locations, departure and arrival times, meals, breaks, special needs of individuals, and materials needed for individuals traveling.</p>
Reporting/Analysis	N/A	Compiles and prepares statistical reports.	Prepares special or one-time reports, summaries, or replies to inquiries, selecting relevant information from a variety of sources.	Coordinates reporting and analysis projects for manager or professional staff. Assembles materials and statistics from multiple sources. May summarize data and report information to manager or professional staff.

Duties	Level I	Level II	Level III	Level IV
Lead Functions	N/A	Obtains assistance from clerical workers on routine tasks and assures completeness and accuracy of work.	May provide task direction or instruction to clerical personnel. Assures correctness and completeness of work. Assures work is completed in a timely manner.	Regularly provides task direction or instruction to clerical personnel for manager or professional staff. Assures correctness and completeness of work. Assures work is completed in a timely manner.
Copying	Makes copies of routine correspondence or information according to established procedures.	Makes copies of non-routine or confidential correspondence or information, distributes to appropriate personnel.	Assures that appropriate copies are available for all manager or professional staff activities.	N/A
Office Supplies Expenses/Purchasing	Fills out routine paperwork to procure supplies in accordance with company policies as directed by supervisor. May monitor supply levels.	Monitors and reports departmental expenses, obtains appropriate approval for purchases of routine supplies. Processes invoices & obtains appropriate approval for payment.	Monitors and reports departmental expenses, obtains appropriate approval for purchases of routine supplies. Processes invoices & obtains appropriate approval for payment.	Directs the preparation or purchasing of non-routine or large purchases. May have designated budget for purchasing of items. Performs discretionary purchases within this designated budget.

Duties	Level I	Level II	Level III	Level IV
Judgment/Decision Making	Follows specific, detailed, established instructions covering all important aspects of the assigned tasks. Adheres to the instructions given. The supervisor must authorize any deviations.	<p>Uses own judgment in locating and selecting the most appropriate guidelines, references and procedures. Makes minor deviations and adaptations in specific situations.</p> <p>May also determine which of several established alternatives to use. Situations to which the existing guidelines cannot be applied or significant proposed deviations from the guidelines are referred to the supervisor.</p>	<p>Guidelines are available, but are not completely applicable to the work or have gaps in specificity.</p> <p>Uses judgment in interpreting and adapting guidelines such as policies, regulations, precedents, and work directions for application to specific cases or problems.</p> <p>Analyzes results and recommends changes to manager or professional staff and for other personnel.</p>	<p>Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scarce or of limited use.</p> <p>Uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.</p>

Duties	Level I	Level II	Level III	Level IV
Administration	Performs routine administrative tasks as directed by supervisor following established procedures.	<p>Creates policies and procedures for own work and may assist in development of new procedures and policies.</p> <p>Assists manager or professional staff in some administrative details, usually of a confidential nature.</p>	<p>Establishes administrative policies and procedures to be used by work group.</p> <p>Handles a variety of situations involving the clerical or administrative function of the office that often cannot be brought to the attention of the manager or professional staff.</p> <p>Anticipates ways in which manager or professional staff's time may be saved.</p>	<p>Establishes administrative policies and procedures to be used by work group.</p> <p>Uses considerable judgment and initiative to determine the approach or action to take in non-routine situations.</p> <p>Handles details of a confidential nature, and performs administrative functions based on understanding of company policy, manager or professional staff's views and philosophy, which can be assumed by this level of manager or professional staff secretary.</p>

Duties	Level I	Level II	Level III	Level IV
<p>Subject Matter Knowledge</p>	<p>The subject matter knowledge is of a general nature that qualified individuals would normally possess or is readily available in easily addressed resources.</p>	<p>In addition to the information from Level 1, the employee must have detailed information about specific policies, procedures and information specific to the City of Lawrence. This information usually requires the synthesis of data from more than one source.</p>	<p>In addition to Level 2, the employee must maintain current information about the field that would typically require that a variety of data sources would be utilized including such items as journals, specialized press articles, proceedings of meetings and similar sources.</p>	<p>Employee must independently recognize the information needed for the work to be performed, undertake the necessary research to determine when changes have occurred and apply the changes to the specific situation.</p> <p>Additionally, the information would typically require that regular attention to updating the knowledge is required.</p> <p>When changes occur, the manager or professional staff is advised of the changes.</p>
<p>Special Assignments or Projects</p>	<p>Follow a structured set of guidelines to achieve the known outcomes in completion of a designated project.</p>	<p>Specific objectives for the assignment are provided and clearly indicate the type of information or activity to undertake. The employee typically controls the method of collecting the data or accomplishing the activity. Such items as format of a report are typically controlled by the employee.</p>	<p>Objectives of the assignment are typically broad in nature, with direction on the specific needs and outcomes to be addressed. The employee typically must decide on the specific resources available to utilize, the time needed, and typically must plan the project in advance because several steps are dependent on the outcome of preceding steps.</p>	<p>Objectives of the assignment are provided in a general nature or are initiated by the employee. The specific outcomes will need to be developed through the project process to meet the objectives. Following approval may oversee the implementation of the recommendations from the project.</p>

Duties	Level I	Level II	Level III	Level IV
Handling of Cash	Receives payments from individuals, may infrequently balance cash receipts. Typically there is an immediate deposit of funds received with another department or entity.	Receives multiple types of transactions; however the volume of transactions is relatively low. Prepares appropriate recaps of the receipts and balances receipts and records of the receipts. Performs some simple categorization of receipts in existing limited categories.	Typically performs cash receipts as a significant portion of the position activity. Must be able to answer questions about the payments being made requiring knowledge of the underlying process. Must balance the receipts and recaps of the receipts on a daily basis.	Complex transactions requiring categorization of receipts where decision making is required to determine between several very similar types. This also may include a high volume of transactions. The employee must balance receipts with transactions and the coding of transactions on a daily basis.
Customer Service	Answers routine customer inquiries, provides basic information to the customer, and answers routine customer questions. Typically the interactions are in a friendly environment.	The information being sought by the customer is detailed but requires reference to a few clear and detailed records to answer the question. The customer may be concerned about the information but typically does not react in a manner more severe than rude behavior.	The information being sought is complex and typically requires research to adequately answer the question. The individual will usually rely on the information in making somewhat significant decisions. The employee may need to interpret from the customer's statements specifically what is needed by the customer. The customer typically reacts, without violence, to adverse information presented by the employee. ¹	Complex questions are typically asked in the interaction. In addition, the employee may deal with volatile situations and must manage the situation. There may be potential negative consequences from inaccurate information being provided.
Recording of Minutes		Prepares minutes from notes of others	Takes in person minutes for informal meetings	Takes minutes for formal boards and commissions

Duties	Level I	Level II	Level III	Level IV
Policies/Procedures	Follows established policies and procedures and refers to supervisory personnel when procedure is unclear or unknown.	<p>Identifies areas in procedures where changes would be beneficial and provides this information to supervisor.</p> <p>Determines which of a few policies and procedures need to be applied to the specific situation.</p> <p>Follows established policies and procedures and refers to supervisory personnel when procedure is unclear or unknown.</p>	<p>Determines and informs manager or professional staff of information needed or action that needs to be taken in order to achieve the desired results.</p> <p>Assembles and completes information for manager or professional staff and facilitates the process to assure accuracy, efficiency and timeliness of process.</p>	<p>Prepares memorandums outlining and explaining administrative procedures and policies to staff workers.</p> <p>Interprets and adapts guidelines, including unwritten policies, precedents, and practices, which are not always completely applicable to changing situations.</p>

Current Position Title	Admin Clerk II /Risk Management	Recreation Clerk	Admin Clerk II /Personnel	Admin Clerk I /Personnel	Admin Clerk II /Planning	Secretary /Planning	Customer Service Rep. II	Admin Clerk II/ Parks & Recreation
Filing/Recordkeeping	3	2	3	1	2	3	2 or 3	2
Incoming Correspondence	3	1	3	1	3	3	3	3
Outgoing Correspondence	3	1	3	1	3	3	1	3
Phone Meetings/Appointments/Conference Calls	3	2	3	1	4	4	4	2
Visitors	1	1	2 or 3	1	4	4	N/A	2
Travel	3	1	4	1 or 2	4	4	3	4
Reporting/Analysis	N/A	N/A	N/A	1	N/A	3	N/A	2
Lead Functions	2	2	3	N/A	N/A	3	2	3
Copying	2	N/A	N/A	1	2	3	N/A	3
Office Supplies Expenses/Purchasing	3	1	3	1	3	3	1	3
Judgment/ Decision Making	1	N/A	3	1	1	3	N/A	3
Administration	1 or 2	1	4	1	2	2	2	2
Subject Matter Knowledge	1	1	3	1	2	2	N/A	2
Special Assignments or Projects	2	1	2 or 3	1	2	2	2	2
Handling of Cash	1 or 2	1	3 or 4	1	2	2	1	2
Customer Service	N/A	1	N/A	N/A	1	2	4	4
Policies/Procedures	2	1	3 or 4	1	3	3	3	4+
Minutes	2	1	2 or 3	1	3	3	2	2
OVERALL LEVEL	N/A	N/A	3	2	4	N/A		
	2	1	3	1	3	3	2	3

Current Position Title	Admin Clerk II/ Lawrence Police Department (need to break out)	Billing/Payroll Specialist/ Finance	Purchasing Specialist/ Finance	Sr. Accounting Clerk/ Finance	Admin Clerk I/ Finance (should this break down?)	Secretary /Public Works Admin	Admin. Clerk II /Public Works Stormwater	Admin. Clerk I /Public Works Garage
Filing/Recordkeeping	3	4	4	4	2	4	2	3
Incoming Correspondence	3	4	4	4	3	3	1	2
Outgoing Correspondence	3	4	4	4	2	3	1	2
Phone	3	4	4	4	2	4	2	2
Meetings/Appointments/ Conference Calls	2	3	4	3	N/A	3	2	2
Visitors	2	4	4	4	1	3	2	2
Travel	2	N/A	N/A	3	N/A	2	2	1
Reporting/Analysis	2	3	4	4	N/A	3	3	3
Lead Functions	2	3	4	4	3	3	1	NA
Copying	2	3	3	N/A	3	3	1	2
Office Supplies Expenses/Purchasing	3	1	4	3	1	3	2	3
Judgment/ Decision Making	2	3	4	4	1	4	1	2
Administration	2	3	3	4	1	4	1	2
Subject Matter Knowledge	2	4	4	4	2	3	2	2 or 3
Special Assignments or Projects	1	3	3	3	1	3	2	2
Handling of Cash	2	1	N/A	4	N/A	2	NA	NA
Customer Service	4	4	4	4	2	3	2	2
Policies/Procedures	2	2	4	4	3	3	2	2
Minutes								
OVERALL LEVEL	2	3	4	4	2	3	2	2

Current Position Title	Admin. Clerk II /Public Works Streets	Admin. Clerk II /Public Works Solid Waste	Account Clerk II /Public Works Res. Sanitation	Account Clerk II /Fire and Med	Account Clerk I / Fire/Med	Senior Accting Clk/ Fire/Med	Secretary/ Fire/Med
Filing/Recordkeeping	3	3	3	4	4	4	3
Incoming Correspondence	2	2	3	2	2	Handles all correspondence for ambulance billing and medical records	3
Outgoing Correspondence	2	2	2	3	2	Handles all correspondence outgoing rregarding ambulance billing and records	3
Phone	3	4	4	3	4	Takes all calls that are related to ambulance billing and help with calls	3
Meetings/Appointments/ Conference Calls	2	2	2	2	2	NA	3
Visitors	2	2	2	4	2	4	3
Travel	1	1	1	2	1	NA	3
Reporting/Analysis	2	3	3	4	4	4	3
Lead Functions	NA	NA	NA	3	1	4	3
Copying	2	2	2	2	3	Copies all ambulance related copies	3
Office Supplies Expenses/Purchasing	3	2	3	4	2	NA	3
Judgment/ Decision Making	2	2	2	3	2	3	3
Administration	2	2	2	4	2	3	3
Subject Matter Knowledge	2	2	2	4	2	4	3
Special Assignments or Projects	2	2	2	4	2	3	3
Handling of Cash	NA	1	1	3	NA	4	3
Customer Service	2	3	3	3	1	4	3
Policies/Procedures	2	2	2	3	2	2	3
Minutes							
OVERALL LEVEL	2	2	2	3	2	4	3

Current Position Title	Administrative Clerk I /Fire and Med	Admin Clerk II/ Transportaion	Admin Clerk II/ Front office/ Police	Admin Clerk II/ CAU/ Police	Admin Clerk II/ Detectives/ Police	Admin Clerk II/ Traning/ Police	Admin Clerk II/ Admin/ Utilities
Filing/Recordkeeping	4	3	3	3	3	3	2
Incoming Correspondence	2	3	3	NA	3	3	2
Outgoing Correspondence	2	3	3	NA	3	3	2
Phone	4	3	4	3	3	3	2
Meetings/Appointments/ Conference Calls	2	3	2	NA	2	2	2
Visitors	2	3	3	1	1	2	2
Travel	1	3	NA	NA	NA		1
Reporting/Analysis	4	3	3	4	3	3	NA
Lead Functions	1		2	2	2	2	NA
Copying	3	3	3	3	3	3	2
Office Supplies Expenses/Purchasing	2	3	3	1	1	3	1
Judgment/ Decision Making	2	2	2	3	2	2	1
Administration	2	2	2	2	2	2	2
Subject Matter Knowledge	2	3	2	2	2	2	2
Special Assignments or Projects	2	3	2	2	2	3	2
Handling of Cash	NA		3	NA	NA	NA	1
Customer Service	1	2	4	2	2	1	2
Policies/Procedures	2	2	2	1	2	2	1
Minutes		4	2	NA	NA	NA	
OVERALL LEVEL	2	3	3	2	2	2	2

Current Position Title	Secretary / Human Relations	Secretary / Police	Secretary / P&R	Secretary / Neighborhood Res(Jerry)	Secretary / Neighborhood Res (Monica)	Executive Secretary / City Mgr Office	Legal Asst/ Prosecutor's Office	Legal Asst/ Paralegal/ Legal Svs
Filing/Recordkeeping	3	4	3	4	4	3	4	4
Incoming Correspondence	3	3	4	3	3	3	4	4
Outgoing Correspondence	4	3	3	3	3	3	4	4
Phone	4	4	4	4	4	4	4	4
Meetings/Appointments/ Conference Calls	4	3	3	4	4	4	4	4
Visitors	4	4	3	4	4	4	4	4
Travel	4	3	2	NA	3	4	NA	NA
Reporting/Analysis	3	4	3	3	3	3	3	3
Lead Functions	2	1	2	4	4	2	3	3
Copying	3	3	3	3	3	3	2	2
Office Supplies Expenses/Purchasing	4	1	3	3	3	3	1	1
Judgment/ Decision Making	4	3	2	4	4	3	3	3
Administration	3	4	3	4	4	2	2	2
Subject Matter Knowledge	4	4	4	4	4	2	3	3
Special Assignments or Projects	3	3	3	4	4	2	2	2
Handling of Cash	1	N/A	3	4	4	NA	NA	NA
Customer Service	4	4	3	4	4	3	2	2
Policies/Procedures	4	3	3	4	4	2	2	2
Minutes	4	3		4	4	2	NA	NA
OVERALL LEVEL	4	3	3	4	4	3	3	3

Current Position Title	Court Clerk II/ Municipal Ct	Accounting Clk I/ Public Wks/ Stormwater	Accounting Clk II / P&R Admin	Senior Accting Clerk/ Utilities/ Admin	Senior Accting Clerk/ Municipal Court	Accounting Clerk II/Utilities - Administration
Filing/Recordkeeping	3	Open position	3	4	4	3
Incoming Correspondence	2		4	3 or 4	3	2
Outgoing Correspondence	2		3	4	3	1
Phone	2		4	4	3	1
Meetings/Appointments/ Conference Calls	2		3	3	3	1
Visitors	3		3	4	4	2
Travel	NA		2	3	2	2
Reporting/Analysis	2		4	4	4	2
Lead Functions	2		2	4	4	NA
Copying	2		3	3	2	2
Office Supplies Expenses/Purchasing	1		4	4	3	3
Judgment/ Decision Making	2		2	4	3	1
Administration	1		3	4	4	2
Subject Matter Knowledge	2		4	4	3	2
Special Assignments or Projects	2		3	4	3	2
Handling of Cash	3		3	4	4	1
Customer Service	3		3	3 or 4	4	1
Policies/Procedures	2		3	4	3	2
Minutes	NA				NA	
OVERALL LEVEL	2		3	4	3	2

Appendix E Skill Pay Program Elements

Add Pay Code	Description	Default Amount	Default Percentage	Use Regular Hours Only	Included in FLSA Overtime Calculations	Tax Amount at 20%	Pay With No Hours Flag	Eligible Employees Include	Approval Needed to Pay	Comments
15	15 YEARS - MASTER PATROL	\$0.00	2.500	N		N	N			
18	18 YEARS - MASTER PATROL	\$0.00	2.500	N		N	N			
21	21 YEARS - MASTER PATROL	\$0.00	2.500	N		N	N			
24	24 YEARS - MASTER PATROL	\$0.00	2.500	N		N	N			
SH	60 HOURS COLLEGE (POLICE)	\$0.00	2.500	N	N	N	N			
AI	ACCIDENT INVEST. INSTR.	\$0.00	2.500	N	N	N	N			
AC	ACCIDENT INVESTIGATOR	\$0.00	2.500	N	N	N	N			
AT	ACCOUNT CLERK IN CHARGE	\$0.00	2.500	N		N	N			
AN	ACTING CAPTAIN	\$0.00	2.000			N	N			
AL	ACTING LIEUTENANT/POLICE	\$0.00	5.000			N	N			
AO	ACTING OFFICER/FIRE	\$0.00	2.000	N	N	N	N			
AS	ACTING STATUS	\$0.00	5.000	N		N	N			
AP	AIR PAK MAINTENANCE	\$0.00	5.000	N	N	N	N			
AR	ARSON	\$0.00	2.500	N	N	N	N			
AA	ASE-MASTER AUTO TECHNICIA	\$0.00	2.500	N		N	N			
AM	ASE-MASTER TRUCK TECHN.	\$0.00	2.500	N		N	N			
AD	ASSOCIATE DEGREE	\$0.00	2.500	N	N	N	N			
C1	AUTO ALLOWANCE-METER READ	\$76.16	0.000	N	N	N	N			
AW	AWS-WELDING CERT.	\$0.00	2.500	N		N	N			
BA	BACHELOR'S DEGREE	\$0.00	2.500	N	N	N	N			
C3	CAR ALLOWANCE-CITY MANAG.	\$161.54	0.000	N	N	N	N			
C2	CAR ALLOWANCE-DIRECTOR	\$32.77	0.000	N	N	N	N			
CI	CERTIFICATION INCENTIVE	\$0.00	1.000	N	N	N	N			
C4	CITY VEHICLE TAKEN HOME	\$29.00	0.000	N	N	N	N			
CA	CLOTHING ALLOWANCE	\$125.00	0.000	N	N	N	Y			
CC	CLOTHING STORE CLERK	\$0.00	5.000	N		N	N			
CT	COMMERCIAL TIRE TECH	\$0.00	2.500	N		N	N			
CO	COMPUTER INCENTIVE	\$0.00	5.000	N		N	N			
CM	COPIER MAINTENANCE	\$0.00	2.500	N		N	N			
CS	CORONER'S SCENE INVESTIGA	\$0.00	5.000	N						
CP	CPR COORDINATOR	\$0.00	5.000	N						
CR	CRIME PREVENT. PRACT CORP	\$0.00	2.500	N	N	N	N			
TU	CRT	\$0.00	2.500	N	N	N	N			

Add Pay Code	Description	Default Amount	Default Percentage	Use Regular Hours Only	Included in FLSA Overtime Calculations	Tax Amount at 20%	Pay With No Hours Flag	Eligible Employees Include	Approval Needed to Pay	Comments
RE	CRT - RETIRED	\$0.00	2.500	N		N	N			
DI	DEATH INVESTIGATOR	\$300.00	0.000	N		N	N			
DC	DIVERSITY COORDINATOR	\$0.00	2.500	N		N	N			
DS	DRUG SQUAD	\$0.00	2.500	N	N	N	N			
EM	EMERGENCY MEDICAL TECH-PD	\$0.00	5.000	N	N	N	N			
TI	EMT-I	\$0.00	5.000	N						
E6	EMT-ID	\$0.00	6.000	N		N	N			
E7	EMT-ID	\$0.00	7.000	N		N	N			
E8	EMT-ID	\$0.00	7.500	N		N	N			
ID	EMT-ID	\$0.00	5.000	N						
EN	ENGINEER	\$0.00	5.000	N						
EA	EQUIPMENT ALLOWANCE	\$200.00	0.000	N	N	N	N			
ER	EVIDENCE ROOM SPECIALIST	\$0.00	2.500	N	N	N	N			
ET	EVIDENCE TECH I	\$0.00	2.500	N	N	N	N			
FP	EVIDENCE TECH II	\$0.00	2.500	N		N	N			
FT	FIELD TRAINING OFFICER	\$0.00	5.000	N	N	N	N			
FI	FIRE ARMS INSTR/RANGEMSTR	\$0.00	2.500	N	N	N	N			
FS	FIRST RESPONDER (POLICE)	\$0.00	2.500	N		N	N			
FN	FITNESS INCENTIVE	\$0.00	0.000	N		N	Y			
GI	GIS SYSTEMS ANALYST INCEN	\$0.00	5.000	N		N	N			
GL	GROUP TERM LIFE INSURANCE	\$0.00	0.000	N	N	N	N			
GT	GROUP TERM LIFE INSURANCE	\$0.00	0.000	N	N	N	N			
HB	HEALTH CARE BENEFIT	\$1.00	0.000			N	N			
IC	ICBO/INSPECTOR CERTIFICAT	\$0.00	2.500	N		N	N			
IA	ICMA - CITY CONTRIBUTIONS	\$115.37	0.000	N						
IM	INTOXIMETER MECHANIC	\$0.00	2.500	N	N	N	N			
IT	INTOXIMETER OPERATOR	\$0.00	2.500	N	N	N	N			
LP	LEAP PROGRAM AWARDS	\$50.00	0.000	N		N	Y			
MS	MAJOR CASE SQUAD	\$0.00	2.500	N	N	N	N			
MA	MASTERS DEGREE	\$0.00	2.500	N	N	N	N			
MR	MOVING REIMBURSEMENT	\$0.00	0.000	N		N				
FC	NIGHT TIME FIELD CONSULT	\$0.00	3.750	N	N	N	N			
P5	PARAMEDIC	\$0.00	15.000	N		N	N			
P6	PARAMEDIC	\$0.00	16.000	N		N	N			
P7	PARAMEDIC	\$0.00	16.500	N		N	N			
PA	PARAMEDIC	\$0.00	14.000	N		N	N			

Add Pay Code	Description	Default Amount	Default Percentage	Use Regular Hours Only	Included in FLSA Overtime Calculations	Tax Amount at 20%	Pay With No Hours Flag	Eligible Employees Include	Approval Needed to Pay	Comments
OC	PLANT OPERATOR CERTIFICAT	\$60.00	0.000	N	N	N	N			
PM	PROMOTED/DISABILITY (PD)	\$0.00	2.500	N		N	N			
PE	PUBLIC EDUCATION	\$0.00	5.000	N	N	N	N			
RA	RANGE MASTER INCENTIVE	\$0.00	2.500	N		N	N			
RL	REGISTERED LAND SURVEYOR	\$0.00	10.000	N		N	N			
SA	SAFETY INCENTIVE AWARD	\$0.00	0.000	N	N	N	Y			
ST	SAFETY TRAINING ASSISTANT	\$0.00	2.500	N		N	N			
SI	SPECIAL INSTRUCTORS	\$0.00	2.500	N	N	N	N			
SP	SPECIAL INVESTIGATIONS 1	\$300.00	0.000	N		N	N			
SS	SPECIAL INVESTIGATIONS 2	\$600.00	0.000	N	N	N	N			
TD	TERMINAL DEGREE	\$0.00	2.500	N		N	N			
WB	WEBMASTER	\$0.00	5.000	N		N	N			

Appendix F VCEO Report

City of Lawrence
(City Administrator, Administration & Operations)

RESULTS & KEY FINDINGS REPORT

**Climate Plus Assessment
Government Edition**

22 January, 2003



TABLE OF CONTENTS

OVERVIEW.....	ii
METHODOLOGY.....	ii
EXECUTIVE SUMMARY	
Degree of Impact Results.....	1
THE ORGANIZATION STRATEGY RESULTS	
Mission, Vision, & Distinct Advantage	
Internal Assessment.....	4
THE ORGANIZATION DESIGN RESULTS	
Information, Systems, & Technology	
Organization Efficiency.....	6
THE ORGANIZATION CULTURE RESULTS	
Values & Beliefs	
Leadership	
Human Resource Systems	
Organization Character.....	10

For additional information on Virtual CEO or other Knowledge Management tools please contact:

Virtual CEO, Inc.

27128A Paseo Espada, Ste. 1521

San Juan Capistrano, CA 92675

Tel: 877.FOR.VCEO Fax: 949.245.2413 e-mail: admin@virtualceo.com

Results and Key Findings Report Overview

Objectives

1. Identify the "Key Strategic Drivers" of your organization.
2. Initiate high-level gap analysis of critical issues impeding your success.
3. Elevate level of agreement on critical performance issues.
4. Select gaps to narrow or close.
5. Establish goals and time lines.
6. Align the necessary resources to ensure goal achievement.
7. Set milestones and follow up criteria.

Highlighted Elements Represent Areas Covered in the Organization Assessment

Organization Dynamic Model - Government Edition					
1.0 Organization Strategy		2.0 Organization Design		3.0 Organization Culture	
1.1 Mission, Vision, & Distinct Advantage	1.1.1 Focused Purpose 1.1.2 Future Perspective 1.1.3 Strategic Advantage	2.1 Basic Structure	2.1.1 Structure Criteria 2.1.2 Structure Evolution	3.1 Values & Beliefs	3.1.1 Values Integration 3.1.2 Values Credibility
1.2 External Assessment	1.2.1 End User/Customer Profile 1.2.2 Sector & Competitive Analysis 1.2.3 Environmental Assessment	2.2 Core Competence	2.2.1 Identifying Core Competence 2.2.2 Leveraging Core Competence	3.2 Leadership	3.2.1 Management Modeling 3.2.2 Strategic/Tactical Balance 3.2.3 Empowerment 3.2.4 Developmental Coaching 3.2.5 Building Effective Teams
1.3 Internal Assessment	1.3.1 Finance & Budget 1.3.2 Innovation and Creativity 1.3.3 Production/Deployment 1.3.4 Promoting/Public Awareness 1.3.5 Product/Service Delivery 1.3.6 End User/Customer Service	2.3 Information, Systems, & Technology	2.3.1 Organization Communication 2.3.2 Targeted Information 2.3.3 Enterprising Systems 2.3.4 Applied Technology	3.3 Human Resource Systems	3.3.1 Selective Recruitment 3.3.2 Employee Orientation 3.3.3 Continuous Learning 3.3.4 Performance Management 3.3.5 Reward Systems
1.4 Objectives, Initiatives, & Goals	1.4.1 Vital Direction 1.4.2 Resource Alignment 1.4.3 Organization Accountabilities	2.4 Organization Efficiency	2.4.1 Balanced Oversight & Direction 2.4.2 Synthesized Roles & Responsibilities 2.4.3 Managed Outsource & Strategic Alliances	3.4 Organization Character	3.4.1 Informal Communication 3.4.2 Organization Feedback 3.4.3 Adaptability to Change

Methodology

The assessment employs a six-point interval scale to evaluate your organization's performance measured against 73 best-practice statements. Each statement requires a response ranging from "Strongly Disagree" to "Strongly Agree". Or the participant may choose a "Don't Know/Not Applicable" response. Responses from all participants are aggregated resulting in performance mean scores.

Additionally, the assessment takes the participants through a critical thinking process that prioritizes the "Key Drivers" of their organization within their industry.

The Results & Key Findings report is designed to reflect:

1. **Priorities:** The areas you and your team view to be the "Key Drivers" of your business.
2. **Performance:** How you and your team currently view your organization's performance in the areas of Strategy, Design, and Culture.
3. **Consensus:** Your team's degree of agreement or disagreement within each analyzed component.
4. **Focus:** The areas you and your team view to be both "High-Impact" and "Low-Performance".

Utilization

1. Review the Degree of Impact Summary in order to:
 - Establish a broad understanding of how you prioritized the "Key Drivers" among your Strategy, Design, and Culture.
 - Identify how you rated their performance.
2. Review the detail report pages to validate and gain further understanding of the performance scores.
3. Validate and compare your observations with those of your executive management team.
4. Select your top three to five issues, define solutions, and craft an action plan to improve performance.
5. Six to twelve months' later re-take the assessment and benchmark results against previous assessment.

Customer Service

For additional support or technical assistance please contact:

Customer Support: Tel 949.248.2404 ext. 0, or
E-mail us: admin@virtualceo.com.

Notice: It is recommended that you utilize the skills of a certified consultant to facilitate the Virtual CEO™ process. This report reflects the views and opinions of the individuals that have completed the Virtual CEO™ assessment. The information contained within this report does not imply, direct, or recommend specific actions to be taken on the part of the assessment respondents or the company or firm they represent.

EXECUTIVE SUMMARY

Degree of Impact (Overall)

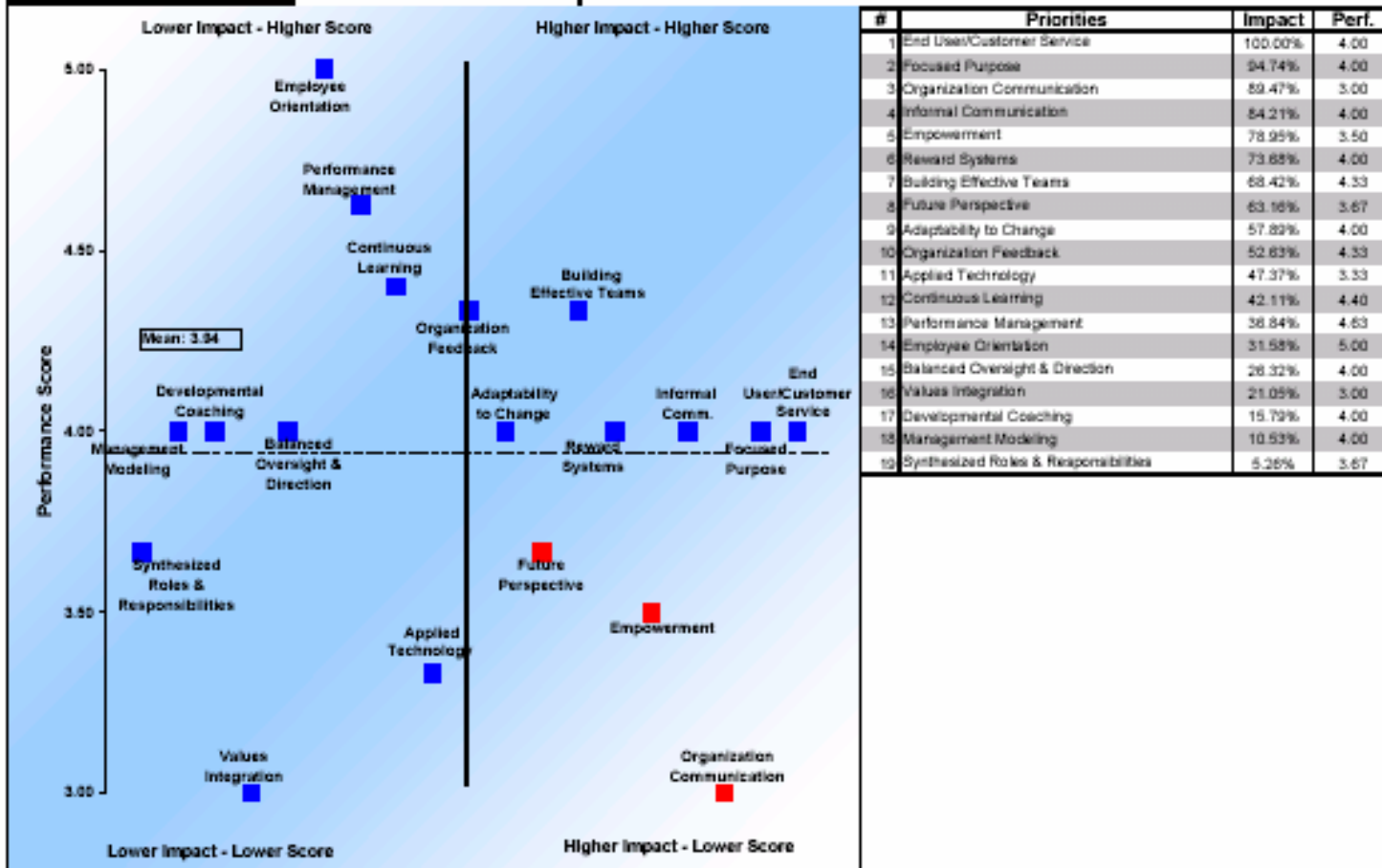
This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as determined by the group, and indicates the performance mean score.



EXECUTIVE SUMMARY

Degree of Impact (Mike Wildgen)

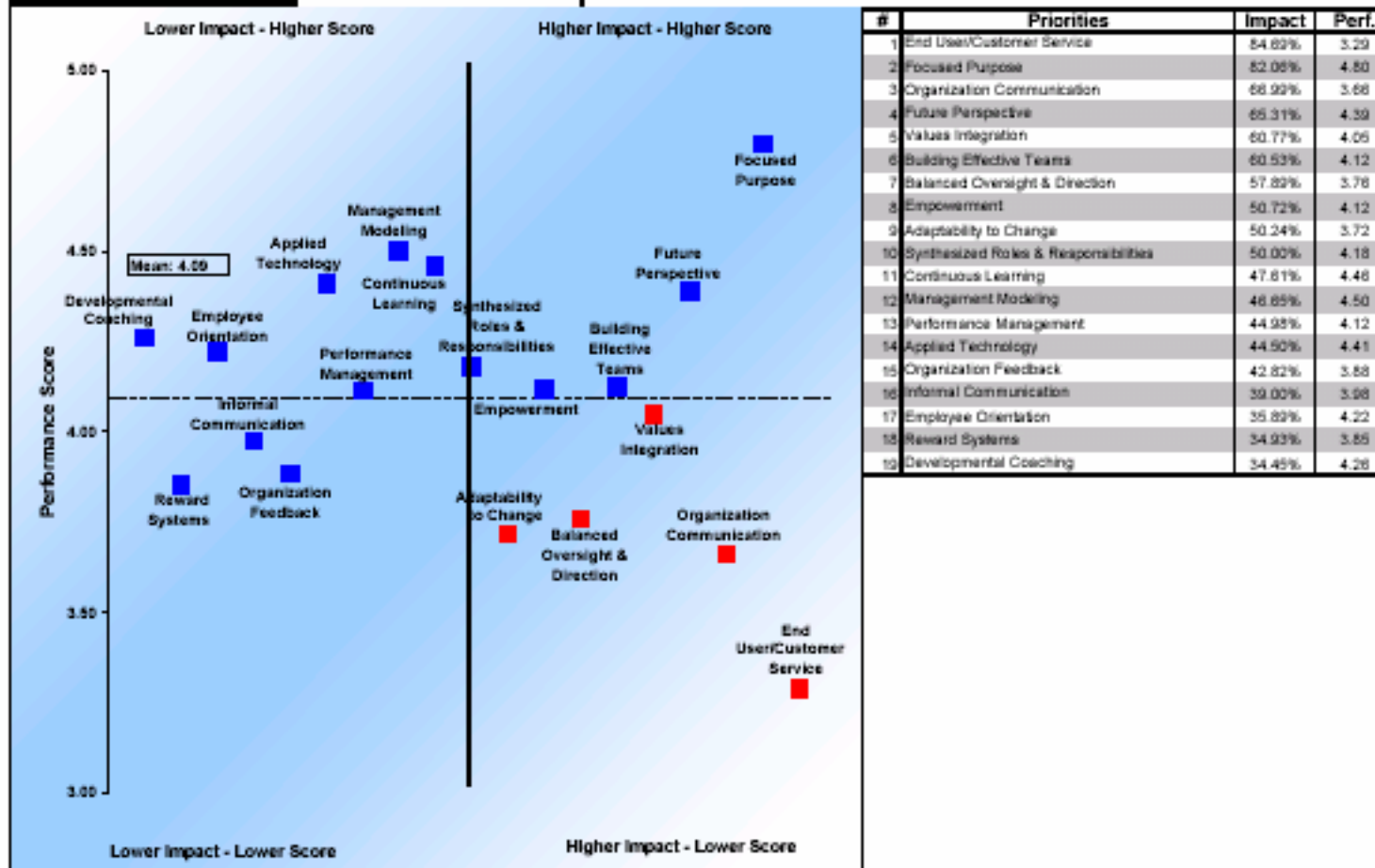
This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as determined by the group, and indicates the performance mean score.



EXECUTIVE SUMMARY

Degree of Impact (Administration & Operations)

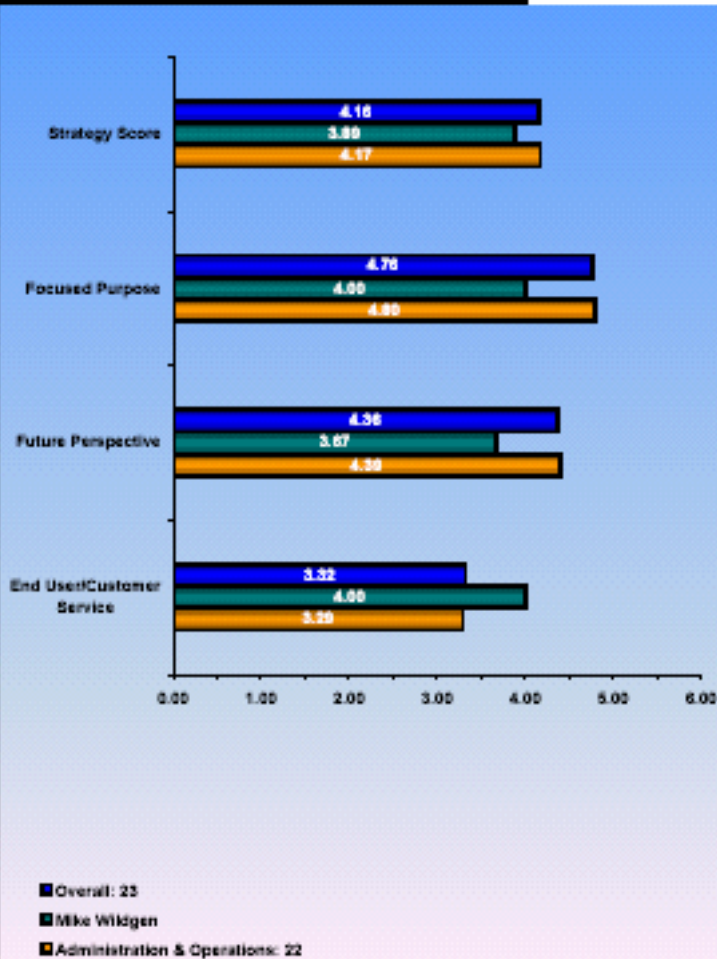
This report plots the Principal Elements of the Organization. The vertical axis represents the performance mean score and the horizontal axis represents the order of priority, with the highest priority to the right. The Priorities table reflects the Principal Elements in order of weighted priority, as determined by the group, and indicates the performance mean score.



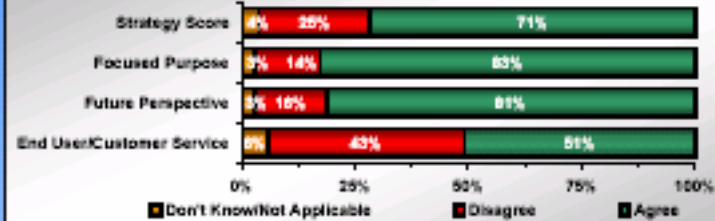
Organization Strategy

Organization Comparison

This section of the report compares the organizations perceptions for Mission, Vision, & Competitive Advantage and Internal Assessment.

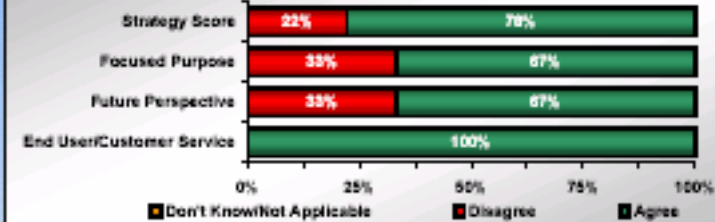


Level of Awareness/Agreement: Overall



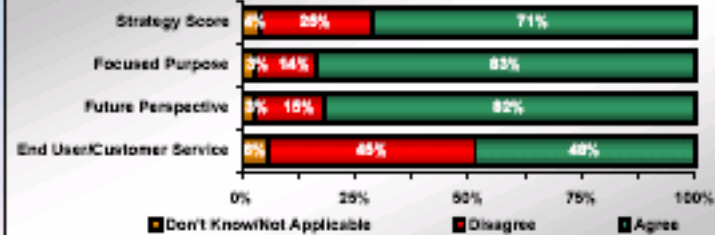
Note: Due to rounding, the total may not exactly equal 100%.
 Overall Score is based on total population.

Level of Awareness/Agreement: Mike Wilgden



Note: Due to rounding, the total may not exactly equal 100%.

Level of Awareness/Agreement: (Administration & Operations)



Note: Due to rounding, the total may not exactly equal 100%.

Organization Strategy

Organization Comparison

This section of the report compares the organizations perceptions for Mission, Vision, & Competitive Advantage and Internal Assessment.

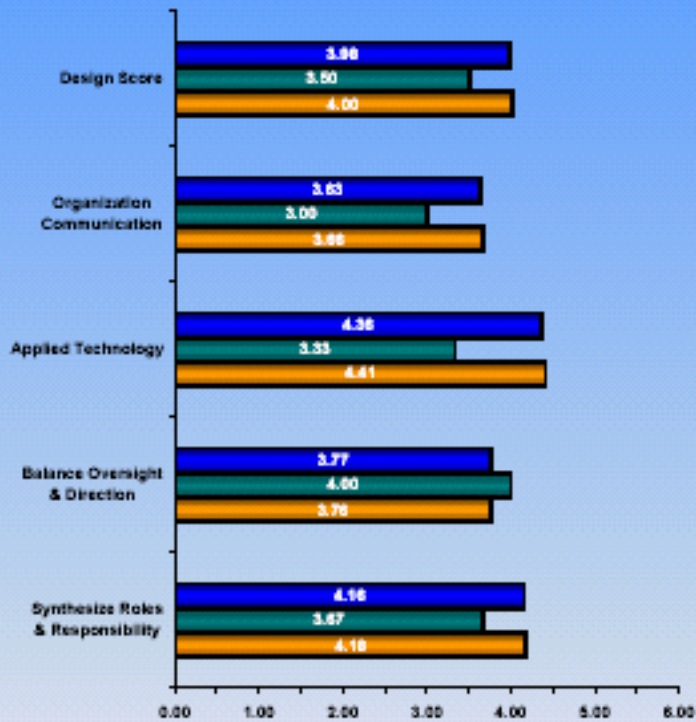
Mission, Vision, & Distinct Advantage

Focused Purpose		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5		6	4.76
Our mission statement clearly articulates our purpose.	Overall	0%	0%	0%	9%	4%	43%	43%	87%	Admin. & Ops. Mean Score: 4.80
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%	
	Admin. & Ops.	0%	0%	0%	9%	5%	41%	45%	88%	
Our mission statement is realistic.	Overall	0%	4%	0%	0%	22%	48%	28%	74%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	0%	5%	0%	0%	18%	50%	27%	77%	
Our mission statement clearly differentiates our organization from similar government organizations or commercial providers.	Overall	9%	0%	4%	28%	28%	22%	13%	35%	Admin. & Ops. Mean Score: 4.80
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%	
	Admin. & Ops.	9%	0%	5%	23%	27%	23%	14%	36%	
Future Perspective		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5		6	4.38
Our vision statement clearly describes our desired future state.	Overall	4%	4%	4%	9%	35%	30%	13%	43%	Admin. & Ops. Mean Score: 4.39
	Mike Wildgen	0%	0%	100%	0%	0%	0%	0%	0%	
	Admin. & Ops.	5%	5%	0%	9%	38%	32%	14%	45%	
Our vision provides a foundation for our decision-making.	Overall	4%	0%	4%	9%	32%	30%	13%	43%	Admin. & Ops. Mean Score: 4.39
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%	
	Admin. & Ops.	5%	0%	5%	9%	41%	27%	14%	41%	
Our managers consider the long-term implications of their decisions and actions, not just the short-term advantages.	Overall	0%	0%	9%	9%	26%	48%	9%	57%	Admin. & Ops. Mean Score: 4.39
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	0%	0%	9%	9%	23%	50%	9%	59%	
Internal Assessment										
End User/Customer Service		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5		6	3.32
Our organization clearly defines and documents end user/customer service standards.	Overall	4%	17%	4%	30%	30%	9%	4%	13%	Admin. & Ops. Mean Score: 3.29
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	5%	18%	5%	32%	27%	9%	5%	14%	
We consistently exceed our end user/customer's expectations.	Overall	4%	4%	4%	13%	52%	22%	0%	22%	Admin. & Ops. Mean Score: 3.29
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	5%	5%	5%	14%	50%	23%	0%	23%	
Our organization employs a formal system to regularly obtain and evaluate service feedback.	Overall	9%	17%	26%	13%	26%	4%	4%	9%	Admin. & Ops. Mean Score: 3.29
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	9%	18%	27%	14%	23%	5%	5%	9%	

Organization Design

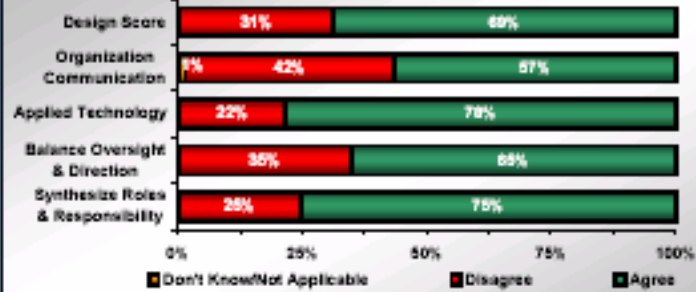
Organization Comparison

This section of the report compares the organizations perceptions for Information, Systems, & Technology and Organization Efficiency.



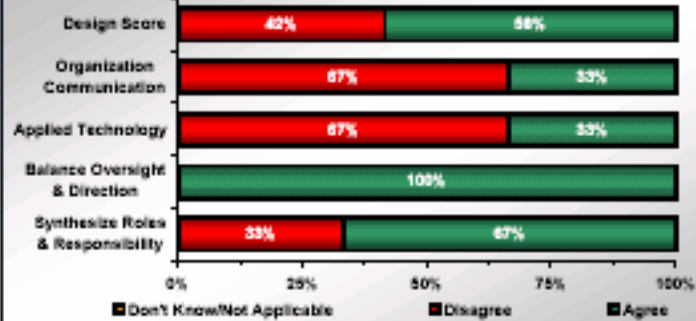
- Overall: 23
- Mike Wildgen
- Administration & Operations: 22

Level of Awareness/Agreement: Overall



Note: Due to rounding, the total may not exactly equal 100%.
 "Overall Score" is based on total population.

Level of Awareness/Agreement: Mike Wildgen

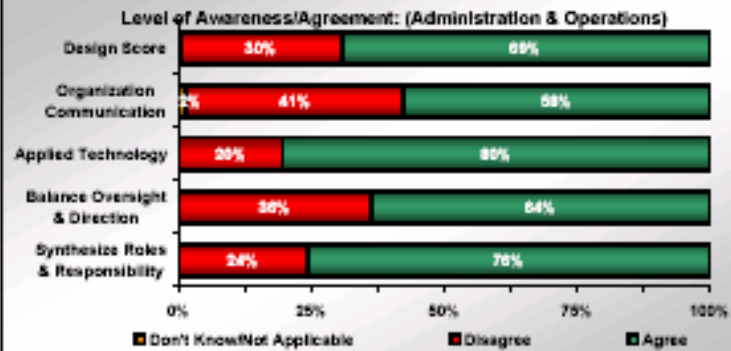


Note: Due to rounding, the total may not exactly equal 100%.

Organization Design

Organization Comparison

This section of the report compares the organizations perceptions for Information, Systems, & Technology and Organization Efficiency.



Note: Due to rounding, the total may not exactly equal 100%.

Organization Design

Organization Comparison

This section of the report compares the organizations perceptions for Information, Systems, & Technology and Organization Efficiency.

Information, Systems, & Technology

Organization Communication		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	3.68
Our organization communicates our key objectives and goals to our employees.	Overall	0%	4%	4%	17%	35%	26%	13%	32%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	5%	5%	18%	32%	27%	14%	41%		
Our organization regularly communicates key performance metrics to our employees.	Overall	4%	4%	35%	13%	17%	26%	0%	26%		
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	5%	5%	35%	9%	18%	27%	0%	27%		
Our communication system effectively informs our employees about how well they are performing in relation to key objectives.	Overall	0%	13%	13%	22%	17%	35%	0%	35%		
	Mike Wildgen	0%	0%	100%	0%	0%	0%	0%	0%		
	Admin. & Ops.	0%	14%	9%	23%	18%	36%	0%	36%		
Applied Technology		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	4.36
Our organization clearly understands the impact of technology as it relates to providing products and services within our functional domain.	Overall	0%	0%	9%	17%	17%	35%	22%	57%		
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	0%	0%	9%	14%	18%	36%	23%	52%		
Our organization is committed to develop or acquire the necessary technology to support our strategic intent.	Overall	0%	4%	0%	4%	30%	52%	9%	61%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	5%	0%	5%	27%	55%	9%	64%		
Our organization has a process to discover new or improved technologies.	Overall	0%	0%	17%	13%	22%	35%	13%	48%		
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	0%	0%	18%	0%	23%	36%	14%	50%		
Organization Efficiency											
Balanced Oversight & Direction		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	4.00
Our management team has developed concise policies and procedures to provide clear guidance and direction to all divisions, departments, and individuals.	Overall	0%	4%	17%	26%	30%	22%	0%	22%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	5%	18%	27%	27%	23%	0%	23%		
Our management team has established effective internal processes to monitor adherence to current policies and procedures.	Overall	0%	0%	13%	9%	52%	22%	4%	26%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	0%	14%	9%	50%	23%	5%	27%		
Our managers and employees feel that they can get things done without a lot of "red tape."	Overall	0%	9%	0%	26%	30%	30%	4%	35%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	9%	0%	27%	27%	32%	5%	36%		

Organization Design

Organization Comparison

This section of the report compares the organizations perceptions for Information, Systems, & Technology and Organization Efficiency.

Organization Efficiency

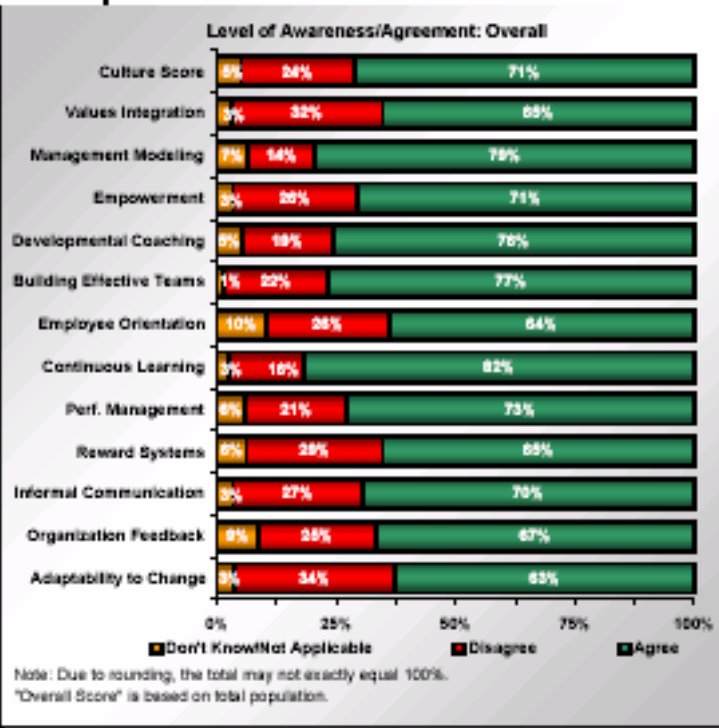
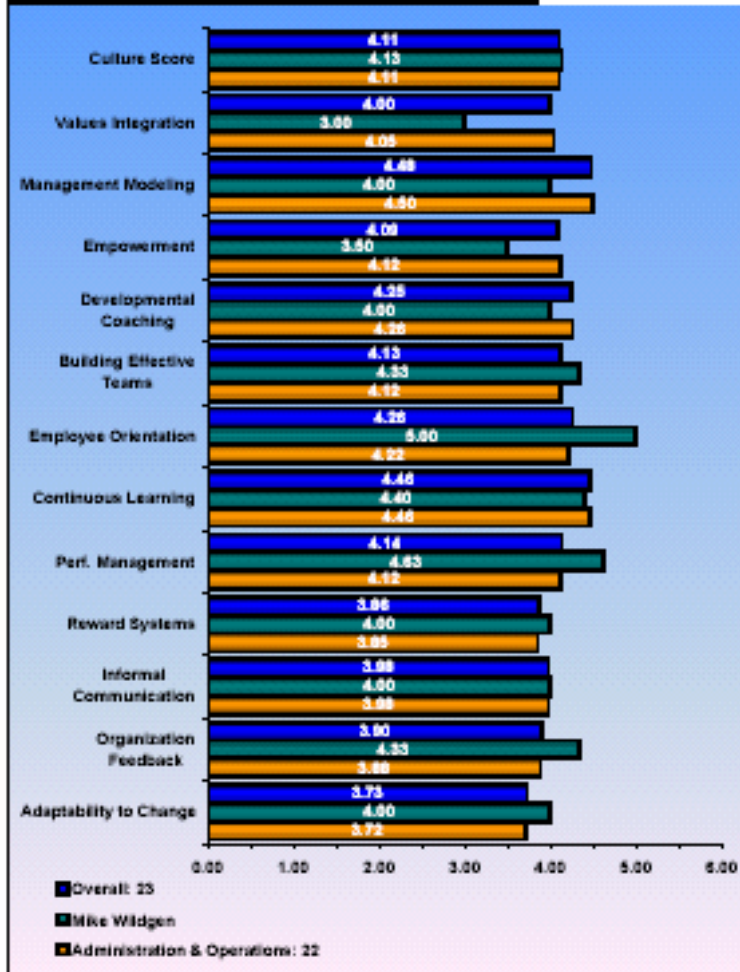
Synthesized Roles & Responsibilities		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	Admin. & Ops. Mean Score:
Our employees clearly understand their roles and responsibilities as they relate to each strategic objective.	Overall	0%	4%	0%	30%	39%	17%	9%	26%		4.16
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		3.67
	Admin. & Ops.	0%	5%	0%	27%	41%	18%	9%	27%		4.18
At our organization, management roles are clearly defined.	Overall	0%	0%	4%	13%	22%	39%	22%	61%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	0%	5%	14%	18%	41%	23%	64%		
We effectively integrate multiple areas or functional disciplines to better achieve our strategic intent.	Overall	0%	4%	4%	13%	48%	30%	0%	30%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	5%	5%	14%	45%	32%	0%	32%		

DK = Don't Know/Not Applicable
 1 = Strongly Disagree
 2 = Disagree
 3 = Somewhat Disagree
 4 = Somewhat Agree
 5 = Agree
 6 = Strongly Agree

Organization Culture

Organization Comparison

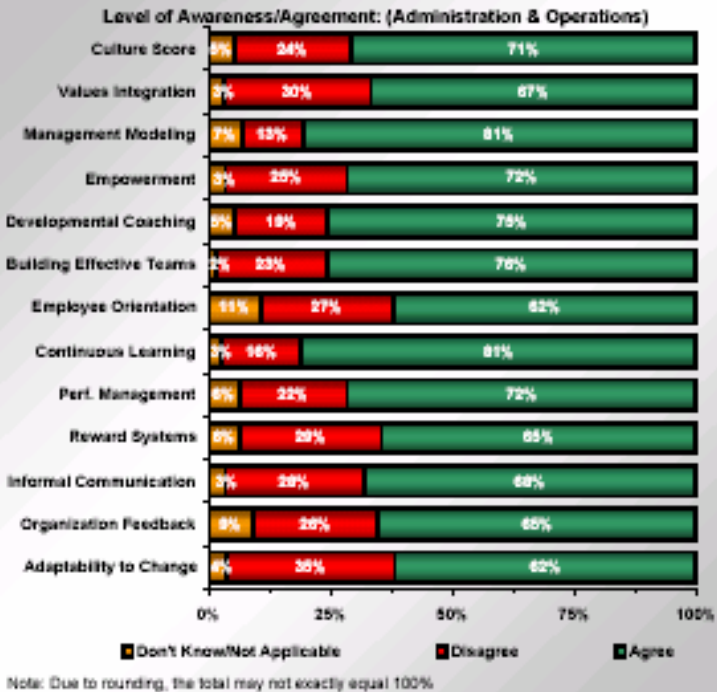
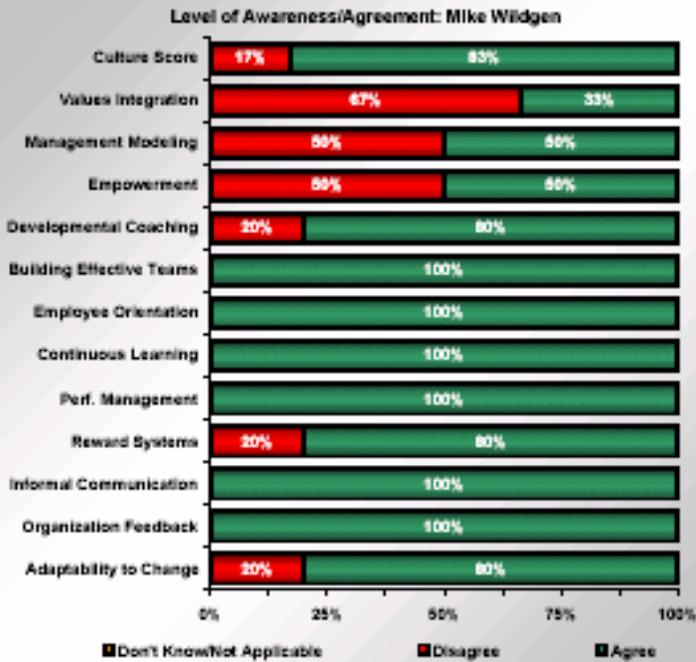
This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.



Organization Culture

Organization Comparison

This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.



Organization Culture		Organization Comparison		This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.							
Values & Beliefs											
Values Integration		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	4.00	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	3.00	
										Admin. & Ops. Mean Score:	4.05
Our organization has carefully articulated our core values and beliefs.	Overall	0%	0%	0%	22%	30%	35%	13%	45%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	0%	0%	23%	27%	36%	14%	50%		
Our values and beliefs are reinforced in all internal communication.	Overall	4%	0%	17%	22%	28%	30%	0%	30%		
	Mike Wildgen	0%	0%	100%	0%	0%	0%	0%	0%		
	Admin. & Ops.	5%	0%	14%	23%	27%	32%	0%	32%		
Our employees understand the critical importance of achieving the standards established in our values and beliefs.	Overall	4%	4%	4%	26%	30%	26%	4%	30%		
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	5%	5%	5%	23%	32%	27%	5%	32%		
Leadership											
Management Modeling		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	4.48	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.00	
										Admin. & Ops. Mean Score:	4.50
Employees across all divisions or departments experience management styles that are consistent with our values and beliefs.	Overall	17%	9%	13%	13%	30%	17%	0%	17%		
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	18%	9%	14%	9%	32%	18%	0%	18%		
Our managers consistently model the behaviors and principles articulated in our organization's values and beliefs.	Overall	9%	0%	4%	17%	30%	35%	4%	30%		
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	9%	0%	5%	14%	32%	36%	5%	41%		
Our employees have confidence in our senior leadership.	Overall	0%	0%	0%	0%	52%	48%	0%	48%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	0%	0%	0%	50%	50%	0%	50%		
Our organization's senior leaders are honest.	Overall	0%	0%	0%	0%	9%	22%	70%	91%		
	Mike Wildgen	0%	0%	0%	0%	0%	0%	100%	100%		
	Admin. & Ops.	0%	0%	0%	0%	9%	23%	68%	91%		
Empowerment		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	4.09	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	3.50	
										Admin. & Ops. Mean Score:	4.12
Our managers know when to personally manage projects and when to let their staff have the authority and control.	Overall	4%	0%	13%	9%	28%	43%	4%	45%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	0%	14%	9%	23%	45%	5%	50%		
Our organization consistently encourages employee involvement.	Overall	0%	0%	4%	4%	22%	61%	9%	70%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	0%	5%	5%	18%	64%	9%	73%		

Organization Culture		Organization Comparison		FREQUENCY OF RESPONSE							Positive Scores	This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.	
												Overall Mean Score:	4.09
Empowerment (cont.)		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	4.09		
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	3.50		
Our organization makes decisions without unnecessary "chain of command" approvals.	Overall	0%	9%	0%	22%	39%	30%	0%	30%	Admin. & Ops. Mean Score: 4.12			
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%				
	Admin. & Ops.	0%	9%	0%	18%	41%	32%	0%	32%				
Our organization delegates decision-making authority to the lowest appropriate level.	Overall	9%	0%	13%	30%	22%	26%	0%	26%				
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%				
	Admin. & Ops.	9%	0%	14%	27%	23%	27%	0%	27%				
Developmental Coaching		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	4.28		
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	4.00		
Our organization views delegation as a tool to develop and motivate our employees.	Overall	13%	4%	4%	13%	43%	22%	0%	22%	Admin. & Ops. Mean Score: 4.28			
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	14%	5%	5%	14%	41%	23%	0%	23%				
Our managers understand the importance of maintaining their employees' self-esteem.	Overall	4%	4%	4%	0%	17%	61%	9%	70%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree			
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	5%	5%	5%	0%	14%	64%	9%	73%				
It is the nature of our managers to show appreciation to employees for their good performance.	Overall	0%	4%	4%	13%	22%	43%	13%	57%				
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	0%	5%	5%	14%	18%	45%	14%	59%				
Our managers expect and encourage employees to demonstrate initiative.	Overall	0%	0%	0%	13%	22%	61%	4%	65%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	0%	0%	0%	14%	23%	59%	5%	64%				
Our managers make a concerted effort to integrate employees' personal goals and aspirations with organization goals and objectives.	Overall	9%	0%	22%	9%	26%	35%	0%	35%				
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%				
	Admin. & Ops.	9%	0%	23%	5%	27%	36%	0%	36%				
Building Effective Teams		FREQUENCY OF RESPONSE							Positive Scores	Overall Mean Score:	4.13		
		DK	1	2	3	4	5	6		Mike Wildgen Mean Score:	4.33		
Our managers are skilled at building and managing productive teams.	Overall	4%	0%	9%	9%	43%	30%	4%	35%	Admin. & Ops. Mean Score: 4.12			
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	5%	0%	9%	9%	41%	32%	5%	38%				
Our managers effectively build employee support around organizational goals and objectives.	Overall	0%	0%	9%	13%	39%	39%	0%	39%				
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	0%	0%	9%	14%	36%	41%	0%	41%				
Our managers are skilled at leading and facilitating meetings.	Overall	0%	9%	0%	17%	22%	43%	9%	52%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	0%	9%	0%	18%	23%	41%	9%	50%				

Organization Culture		Organization Comparison		This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.							
Human Resource Systems											
Employee Orientation		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	4.28	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	5.00	
Our organization provides new employees with a comprehensive orientation program.	Overall	0%	4%	0%	4%	0%	48%	43%	91%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	
	Mike Wildgen	0%	0%	0%	0%	0%	0%	100%	100%		
	Admin. & Ops.	0%	5%	0%	5%	0%	50%	41%	91%		
Our orientation program clearly underscores the importance of our values and beliefs.	Overall	9%	0%	4%	9%	30%	22%	26%	43%		
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%		
	Admin. & Ops.	9%	0%	5%	9%	32%	18%	27%	45%		
Our senior managers participate in the orientation program.	Overall	22%	26%	9%	22%	13%	4%	4%	9%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	23%	27%	9%	23%	9%	5%	5%	9%		
Continuous Learning		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	4.46	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.40	
Our organization places a high priority on training and development.	Overall	4%	4%	0%	9%	30%	48%	4%	52%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	5%	0%	9%	27%	50%	5%	55%		
Our organization provides educational programs to ensure that our employees have the necessary skills to work at their optimum level.	Overall	0%	0%	4%	9%	22%	52%	13%	65%		
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%		
	Admin. & Ops.	0%	0%	5%	9%	23%	50%	14%	64%		
Our training programs directly support our strategic goals.	Overall	4%	4%	0%	13%	30%	39%	9%	48%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	5%	0%	14%	27%	41%	9%	50%		
Our training and development programs have a positive impact on achieving both individual and organizational goals.	Overall	0%	0%	4%	13%	9%	61%	13%	74%		
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%		
	Admin. & Ops.	0%	0%	5%	14%	9%	50%	14%	73%		
Training programs at our organization are well-designed and structured.	Overall	4%	0%	4%	13%	30%	43%	4%	48%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	0%	5%	14%	27%	45%	5%	50%		
Performance Management		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	4.14	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.63	
Our organization uses a results-oriented performance management process.	Overall	4%	13%	17%	9%	32%	13%	4%	17%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	14%	18%	9%	38%	14%	5%	18%		
As part of our performance management process, managers and employees mutually agree upon goals.	Overall	9%	9%	9%	4%	30%	26%	13%	33%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	9%	9%	9%	5%	27%	27%	14%	41%		

Organization Culture		Organization Comparison		This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.									
				FREQUENCY OF RESPONSE								Positive Scores	Overall Mean Score:
Performance Management (cont.)		DK	1	2	3	4	5	6		Overall Mean Score:	4.83		
Our managers are results-oriented.	Overall	0%	0%	4%	4%	35%	35%	22%	57%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree	Admin. & Ops. Mean Score:	4.12	
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	0%	0%	5%	5%	36%	32%	23%	55%				
At our organization, people are held accountable for their work.	Overall	0%	0%	0%	13%	26%	52%	9%	61%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	0%	0%	0%	14%	27%	50%	9%	59%				
Individual and department goals reflect clear accountabilities and timelines.	Overall	4%	0%	4%	17%	43%	30%	0%	30%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	5%	0%	5%	18%	45%	27%	0%	27%				
Our organization routinely conducts interim performance appraisals.	Overall	9%	9%	13%	13%	9%	35%	13%	48%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	9%	9%	14%	14%	9%	32%	14%	45%				
Managers conduct comprehensive and well-documented performance evaluations.	Overall	9%	4%	13%	4%	30%	39%	0%	39%				
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	9%	5%	14%	5%	27%	41%	0%	41%				
At our organization, annual performance appraisals are conducted in an appropriate setting with no interruptions.	Overall	13%	4%	0%	4%	22%	52%	4%	57%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	14%	5%	0%	5%	23%	50%	5%	55%				
Reward Systems		DK	1	2	3	4	5	6	Positive Scores	Overall Mean Score:	3.88		
Our organization rewards skills and behaviors that are consistent with our vision and strategy.	Overall	13%	4%	4%	17%	30%	26%	4%	30%		Admin. & Ops. Mean Score:	3.85	
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	14%	5%	5%	18%	27%	27%	5%	32%				
Our organization rewards employees in a manner that is fair, equitable and consistent with current compensation and advancement policies.	Overall	4%	4%	4%	17%	26%	35%	9%	43%				
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%				
	Admin. & Ops.	5%	5%	5%	18%	23%	36%	9%	45%				
Employees feel that the rewards for achieving their goals are proportionate to the effort.	Overall	9%	0%	23%	4%	43%	22%	0%	22%				
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%				
	Admin. & Ops.	9%	0%	23%	0%	45%	23%	0%	23%				
Promotions are deserved and are based on an individual's competence and performance.	Overall	0%	0%	4%	4%	39%	43%	9%	52%				
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%				
	Admin. & Ops.	0%	0%	5%	5%	41%	41%	9%	50%				

Organization Culture		Organization Comparison		This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.							
Reward Systems (cont.)		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	3.88	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.00	
Our organization rewards team performance at a level equal to or greater than individual performance.	Overall	4%	9%	30%	17%	30%	9%	0%	9%	Admin. & Ops. Mean Score:	3.88
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	9%	32%	15%	27%	9%	0%	9%		
Organization Character		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	3.99	
Informal Communication		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.00	
Our organization exchanges ideas and opinions openly, regardless of position or title, and without fear of reprisal.	Overall	4%	4%	4%	13%	32%	28%	9%	35%	Admin. & Ops. Mean Score:	3.99
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	5%	5%	14%	38%	27%	9%	38%		
Our organization uses conflict or disagreement productively to develop more complete solutions.	Overall	0%	9%	13%	9%	32%	30%	0%	30%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	9%	14%	9%	38%	32%	0%	32%		
We have an "open door" policy throughout the organization.	Overall	4%	0%	4%	4%	28%	35%	28%	61%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	0%	5%	5%	23%	38%	27%	64%		
Although we use e-mail and voicemail to communicate, we encourage face-to-face conversations wherever possible.	Overall	4%	0%	30%	17%	35%	9%	4%	13%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	5%	0%	32%	15%	32%	9%	5%	14%		
Organization Feedback		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	3.99	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.33	
Our management team regularly solicits feedback from our employees.	Overall	0%	9%	13%	13%	35%	22%	9%	30%	Admin. & Ops. Mean Score:	3.88
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	0%	9%	14%	14%	32%	23%	9%	32%		
Our organization currently has communication mechanisms in place to collect employee feedback, suggestions, and complaints.	Overall	13%	0%	13%	9%	35%	22%	9%	30%		
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%		
	Admin. & Ops.	14%	0%	14%	9%	38%	18%	9%	27%		
Our managers take time to communicate the results of their responses to employee feedback.	Overall	13%	0%	4%	13%	57%	9%	4%	13%		
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%		
	Admin. & Ops.	14%	0%	5%	14%	55%	9%	5%	14%		
Adaptability to Change		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	3.73	
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.00	
Our organization is proficient at change management.	Overall	4%	13%	0%	28%	35%	17%	4%	22%	Admin. & Ops. Mean Score:	3.73
	Mike Wildgen	0%	0%	0%	100%	0%	0%	0%	0%		
	Admin. & Ops.	5%	14%	0%	23%	38%	18%	5%	23%		

DK = Don't Know/Not Applicable
1 = Strongly Disagree
2 = Disagree
3 = Somewhat Disagree
4 = Somewhat Agree
5 = Agree
6 = Strongly Agree

Organization Culture		Organization Comparison							This section of the report compares the organizations perceptions for Values & Beliefs, Leadership, Human Resource Systems and Organization Character.	
Adaptability to Change (cont.)		FREQUENCY OF RESPONSE						Positive Scores	Overall Mean Score:	3.73
		DK	1	2	3	4	5	6	Mike Wildgen Mean Score:	4.50
When significant changes occur, our organization ensures that all employees understand the compelling reasons for the change.	Overall	4%	9%	0%	17%	39%	26%	4%	30%	DK = Don't Know/Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Somewhat Agree 5 = Agree 6 = Strongly Agree
	Mike Wildgen	0%	0%	0%	0%	0%	100%	0%	100%	
	Admin. & Ops.	5%	9%	0%	18%	41%	23%	5%	27%	
Our organization ensures that all employees understand the process that will be used to implement the changes.	Overall	4%	9%	0%	13%	52%	17%	4%	22%	
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	5%	9%	0%	14%	50%	18%	5%	23%	
Our employees not only expect change, they are invigorated by the challenge of responding to change.	Overall	4%	4%	22%	35%	28%	9%	0%	9%	
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	5%	5%	23%	36%	23%	9%	0%	9%	
Our organization is highly functional and is able to respond and adapt to change effectively.	Overall	0%	0%	9%	13%	39%	35%	4%	39%	
	Mike Wildgen	0%	0%	0%	0%	100%	0%	0%	0%	
	Admin. & Ops.	0%	0%	9%	14%	36%	38%	5%	41%	