

Employee Comments on Compensation

Email 1

Currently, at least in my position, there is no increase in pay for longevity. I have never received any pay increase other than cost of living. This should be changed. Someone new makes the same as me.

Also years to be vested is at 10 years which an awfully long time more than twice of any place i have ever heard of. I understand that this is going to change to five years which is more reasonable, but won't apply to employees already employed. Just to new employees. I think it should apply to everyone.

Thanks for your time in reading this,

Email 2

#1. There doesn't appear to be a problem with the present plan. It seems that having more pay plans would only increase the costs; Why fix something that is not broken and spend more money doing so?

#2 Does not appear to be much difference. There is still a max and min pay

#3 When hiring, education skills and any licensure should be taken into consideration. However when it comes to pay raises work performance should be the only qualifier. Now it seems we all get the same raises and the work ethics of the employee is not taken into consideration

#4 More authority needs to be given to the different agencies. The leaders of the individual agencies are the ones who know the work performance of their employees. This is especially true for fee funded agencies where no tax dollars are spent for wages.

Thank you for this opportunity

Email 3

getting a cash bonus at the end of the year, every year would be a big incentive to do a better job....it doesn't have to be difficult or involved. It could be as simple as those that get a satisfactory review get so much, those that get an excellent review get more and those that get an unsatisfactory review would get nothing. thank you.....

Email 4

- What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees? Live with one. To try to be "all things to all people", would be a waste of resources, that could be better used elsewhere.
- What are your thoughts about using pay steps in pay grades or using pay grades without pay steps? This would only give my management an opportunity to pay less to save money.
- Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work: 1) Work performance; 2) Education, training, and/or skill acquisition; 3) Job related licensure and certification; 4) Longevity? Any or all of them.
- What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies? I can't see any compelling reasons, to compromise the equity.

Email 5

I just read the letter that was emailed out regarding the pay scales. In response to the question about basis of employee pay, I would rather that the pay was based on work performance. If it is not, then I wonder what the purpose of the yearly employee reviews are? I am a new state employee, and was told about the step system, but was informed that after a year I would not be automatically "stepped up" to the next pay amount. I wonder then why there is the longevity system in place now?

This system is also hard because if we are not increased, then how do employees fight inflation?

As far as balancing state wide equity, I would argue against the creation of more than one pay schedule. If it is needed, create more pay grades. That being said, I do think my boss should have a larger say in if and when I get a raise.

Department heads know their budgets, and can gage an employee's competence, which should be directly proportional to how much the employee should earn.

Email 6

More than one pay plan would be a good idea considering the diversity of state employees and the jobs they do. For example, an Education Specialist at the Kansas Historical Society does not do the same job as an Education Specialist at the Department of Education. It would be helpful to have flexibility to recognize the education, expertise, experience, and talents that candidates bring to these different jobs despite the fact that both have the same job title. Also, employees who have longer service with the state (I have nearly 28 years) are often left out of pay increases if they have reached the top of the pay range (as I did 12 years ago). What incentive do we have to do an outstanding job if we can do an average job and get the same pay? What incentive do we have to stay with the job if we can move into the private sector to get better pay? That leaves the state agencies in a position of relying on employees with less experience to do those jobs.

It is a problem for some employees when their pay is dependent upon the evaluation by their supervisor. Differing personalities often cause “personality conflicts” between employee and supervisor and that is reflected in the evaluation process regardless of how much supervisors try to avoid that situation. When pay increases are tied to the evaluation process there is little incentive for employees to do better work if they know their supervisor will not recognize that additional work. There should be a cost of living increase built in automatically as well as an additional pay incentive for employees who go beyond the scope of their job, but that should not be dependent on an evaluation by only the one supervisor. Perhaps employees could be evaluated by their peers and those whom they supervise (if they do) in addition to an evaluation by their direct supervisor. Often an employee’s peers have a more thorough understanding of how well an employee does the job than does the employee’s direct supervisor. This is especially true for supervisors who have many employees and if the supervisor is not in frequent contact with the employees due to geography or other factors.

Selecting one most important criterion here is difficult. Usually a combination of factors should be brought into play. For example, I have two graduate degrees and a number of years of hands-on and self-taught training and experience that contribute to the quality of my work. My position requires only an undergraduate college degree, so I am, on paper, overqualified for my job. Add to that the number of years of experience I have (nearly 28) and it should be easy to see that several factors contribute to the quality of product I produce. However, it would be just as easy for me to let my work performance slide and produce a mediocre product regardless of my education, experience, and expertise if I feel there is no adequate reward for what I have acquired in terms of education, experience, and expertise. All of these factors should be considered when applying a financial reward for a job well done as well as when hiring employees to fill positions. Starting employees should not be able to get higher salaries than employees with many years of service, and I see this happen far too frequently.

There is no easy answer for this one—if there were, the state would have implemented it years ago. I believe a combination of factors must be taken into account. The primary factor must be flexibility and the ability for agencies to reward quality employees as well as to provide incentive for existing employees to produce better work. Hiring new employees also requires enough incentive to encourage quality applicants to come forth. The state needs to look at private business to see what works in each of the many similar situations, but the state must also recognize that by its very nature the state provides services that are not provided by the private sector (e.g., police, fire, justice system/prison, etc.). This obviously calls for more flexibility in pay for state employees. When there is no “profit” involved (as is the case with the services provided by most state agencies), it is impossible to tie profit to reward as is done in the private sector. The state must find a way to encourage existing employees to do their best as well as to attract and keep quality employees. One step in this process also involves educating the public to the fact that state employees are not lazy, but provide quality product for little financial reward. State employees become discouraged quickly when the public thinks of us as somehow taking advantage of tax money. Kansans who pay taxes

must believe that they are getting quality for their dollars. Rewarding state employees for their efforts in a way that mirrors the private sector will help accomplish this goal.

Email 7

1. Number of Pay Plans: more than one. One for Trades and another for other functions.
2. Structure of Pay Grades: Pay Grades without pay steps. Legislature has not budgeted money for step movement for a number of years. Supervisors are unable to compensate deserving employees with the current structure. With the current system, we are a training center for employees; they learn and gain experience and leave for higher paying jobs elsewhere.
3. Basis of Employee Pay: Most important-Work Performance; Education, training, and/or skill acquisition; Job related licensure and certification. The education and job certification will produce a more productive employee and that should be rewarded as part of the performance.
4. Pay Administration: Using pay grades without pay steps will help recognize the unique needs of individual agencies. Some consideration will need to be given to employees who transfer between agencies. Education and experience will need to be taken into account for employees who earn different amounts in the same classifications.

Email 8

Personally I would like to see the step increases remain but I would like to see the legislature refrain from freezing them. I have worked for the State seven years. They froze the step increases the year I was hired, and I didn't get any increases for 6 of those years other than a tiny cost of living increase once in a while and even at that, it seemed that each time we received it, they would raise the cost of our parking so it was like receiving next to nothing. When we don't get our step increases it affects our retirement and we all know how important that is. It hurts me when I see Senators and Legislators retiring with huge pensions and other state employees not even getting their regular step increases.

I would also like to see a new step rating with at least small increases in those steps but I am not hopeful that it will come to pass.

I think it would be beneficial if a person's supervisor had the authority to give small raises as well for loyal and dependable employees above and beyond steps and not to be figured into steps but I don't think giving supervisor's complete control of all pay raises would work, because some supervisors would probably be willing to give a raise now and then, and others might never even consider giving them (just to save on his/her overall budget.) I also feel certain that no matter which state agency you worked for, raises would be few and far between.

I enjoy my job with the State of Kansas and I appreciate the opportunity of being able to voice an opinion. I'm certainly hopeful that something will be done to help state employees so that we are able to continue to employ quality workers, avoid turnover, and last but not least, are able to look forward to a reasonable retirement.

Email 9

I have worked for the state for over 5 years and the step pay grades have never been implemented for incentive since I was hired. It works for starting employees out on a step and range but should be used for yearly incentives with evaluations as well.

There are new employees who are making the same amount of money that I am. So longevity has not been rewarded by the state for some time. There should be incentives for employees who stay with the state and have good yearly evaluations. Employees should be recognized for education, training and work performance. I feel like reinstating the step raises yearly for good evaluations is the best incentive for employees along with the cost of living raise we do get. Giving incentives for acquiring more education licensures or certifications along with longevity is only going to make state employees happier and make the agency better.

I do not think different agencies should be given authority to compensate employees on an individual basis because that leaves open the possibility for "the good ol'boy's" to get compensated and people who work just as hard or harder would not. The state has to protect their employees from this kind of discrimination by keeping things structured across the entire agency is best.

Email 10

1. Number of Pay Plans - I think that the pay plans are okay.

2. Structure of Pay Grades – I think that the pay grades should have pay steps.
3. Basis of Employee Pay – The criteria should be based on work performance and longevity.
4. Pay Administration – I think it should stay the same.

Email 11

Do you have an example of one of the state's that use more than one pay plan? I'm not sure I understand. Does this mean one group of employees gets paid different than another group? Is this similar to item 4 below. If it is then I would be totally against this type of plan. Even though we have a diverse group of employees you have job classes and the employees are assigned to a certain group under each class. Pay is then based on studies reflecting how these particular jobs compare to the commercial world. As reclassifications are performed at least the state assigns the pay as proportionate to each of the reclassifications. Otherwise, another plan to compensate people differently results in potential favoritism interfering with people doing the same job with the same experience.

Since we haven't had step raises consistently for about 8 or 9 years, the step rates are not appropriate now. I would like to see those re-instated and go back to the pay-steps in pay grades based on longevity. I see the pay grades with pay steps resulting in the same thing item 4 reflects and this is favoritism will prevail over skills etc.

I think all of these could be a factor, however, work performance will again be decided by a supervisor and I have been a supervisor before and it becomes real easy to give superior performance to your friends and something less to the others even though they are all doing the same thing. Education and certification could be used, but unless all employees are given the chance to obtain these items then again it becomes a favorite selection again. At least longevity has no discrimination involved.

I do not want to see the agencies have the power to make compensation payments to employees. This will definitely result in favoritism for compensation. It already has for this agency as was reflected in the Legislative Audit done several years ago.

Email 12

I don't understand the pay structure very well and have even less knowledge of how other states structure their pay. I really wish you had attached examples to your request showing our structure as well as the other structures you are considering. My time is very limited and I would like to provide more input on this matter, but do not have time to research all this on my own.

I recommend the below order (highest to lowest) be given to the criteria you provided for determining the pay of employees (not just in my type of work)?

- Education, training, and/or skill acquisition (this would be for hiring only, not for pay raises as some budgets do not allow for add'l training and some managers do not support add'l training...making it unfair across the board)
- Job related licensure and certification (not required in my field, but pay should be higher for those fields that do require this...e.g. CDL, lawyer, etc.)
- Work performance (merit based pay increases based upon work performance; City of Lawrence does this and requires an employee to complete a self evaluation, turn it into the supervisor, then the supervisor completes and evaluation, both are submitted to the personnel file – this helps supervisors remember more of the successes an employee has as many tend to recall only the negatives)
- Longevity (Kroeger's/Dillon's provides raises to its employees after so many hours of work; it's guaranteed; I don't think the state has as much turnover as a grocery store, so I don't like this plan for the state; but I do like the idea of longevity bonuses).

There should be separate pay plans for different areas of state employees.

Email 13

In reference to the first issue - pay plans - I see no need to make payroll any more difficult than need be. I haven't heard any grumbling on how often people are paid. It might make it quite confusing if we start and end payroll at different times for different people. On the other hand it may certainly assist a payroll department's personnel in handling work load by doing just that.

On issue 2 - since we don't get step raises unless it is a blue moon, and since jobs change quickly with technology and other changes, being able to develop a pay rate schedule that allows a department to hire the MOST qualified or desired applicant would ultimately make a lot more sense than being able to hire someone simply because they were willing to take the job at the lowest rate possible. It would also allow a department to retain valued employees in a much improved manner.

Issue #3 also should be looked at as a method of retaining and rewarding those employees which contribute much more to a department than keeping a chair warm. It would also allow employees to be more fairly compensated upon their individual performance and work load rather than the job description alone.

Issue #4 certainly needs addressed. When you look at various State of Kansas job openings and compare wages with actual job requirements and duties with what your own job is worth to the state, it doesn't take a rocket scientist to see that some departments are much better at compensating employees at a higher rate while doing a much simpler and less stressful job than other departments.

Thank you for the opportunity to offer my thoughts.

Email 14

1. I am not sure what you mean by different pay plans but I would be willing to look at different ones.
2. Pay steps are fine, we just don't get them like we are supposed to every year and I also believe there should not be a cap on them.
3. Pay based on longevity is fine with me. I am against merit pay plans because the raise depends on your supervisor. In our department the supervisor is the chairperson, who is always a professor, and we have several professors who think the office staff is beneath them and would never give us raises.
4. In our department there are no extra projects we can do and no place to move up. Our job duties are pretty much always the same, so there is really nothing we could do to earn extra merit pay. We always do our jobs to the best of our abilities and get excellent reviews, so I will repeat I am for pay steps and not merit raises. There is too much politics involved in merit pay and we only have 2 classified people in our department.
5. As far as other compensation issues I would like to see the sick pay earned increased and no cap on the top of the vacation time you can earn.

Email 15

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

Comment: Too many excellent, long-term staff with documented exceptional state employment records, are not rewarded. Instead they are "leap-frogged" by new "unclassified" or appointed staff, who they must "TRAIN" while making a great deal less money. This creates a very unhealthy work environment and staff develop negative attitudes. Many excellent staff leave state employment for employers that reward them based on "merit" - not "favoritism". When will this be fixed???

Nothing can substitute for experience and historical Agency knowledge. Unfortunately, we see this attribute discounted and thus morale is suffering greatly.

Listed based on importance:

1. Longevity
2. Work performance
3. Education, training, and/or skill acquisition
4. Job related licensure and certification

Email 16

I prefer a single state pay plan. It is simple to read and treat all employees in an equal manner. Compensation for diverse employees can be addressed through different ranges and steps in the plan itself. Add more ranges or steps if

necessary.

I prefer pay grades with steps. It has been my experience that the supervisors and managers in state government are generally unskilled and unfair. Any latitude in pay grades would result in the biggest increases being given to themselves and their friends.

In a perfect world, I would prefer that the basis of employee pay be work performance, skills and experience. However, our management is completely incapable of determining employee value based on these qualities. For that reason, I recommend sticking with Longevity as the main basis of employee pay.

If individual state agencies were allowed the freedom to administer their own pay, large agencies like SRS would sacrifice our pay to balance the agencies budget. Most of us have already assumed the duties of multiple positions which were eliminated to save money in the budget. Please don't do this to us.

When you provide COLA's instead of step movement, it causes inequity in the long term. I have been in the same position for 10 years, but many employees in my agency who are at lower ranges still make more than me. This is because when there is no step movement, you have no chance of gaining ground. After a decade, why should I make more than someone at a lower classification????

Email 17

Number of pay plans - It is my understanding that the state of Kansas is already using multiple pay plans for state employees. The Court services employees are using a pay plan that moves them to the top of their pay plan in just a few years where other state employees must work approximately 12 years (if the pay plan is ever followed) to reach the top of their pay range. Also State Troopers have been receiving multiple step raises during the past few years when other state employees have not received any step increases. This disparity is not a fair system and should be addressed. It is understood that law enforcement is a necessary government service comprised of individuals who experience greater work related stressors than other classes of workers. All Law Enforcement officers working for the state of Kansas should be treated in a fair manner. This should include all Kansas State Law Enforcement officers including those employed by State Universities, The department of Alcohol Beverage Control, and Kansas Wildlife and Parks.

Basis of employee pay - The current step raise system is not being followed. Kansas is hiring state employees still today and telling them that a pay plan exists where they will get a step raise of 2.5% for each year of satisfactory service until they reach the end of their pay range. Unfortunately the Kansas legislature has ignored this system and has denied state employees the 2.5% annual step raises they were told they would receive when they were hired. This is an injustice to Kansas State employees. There has only been one step raise given to Kansas State Employees in the past 6 years. That means an employee hired 6 years ago is only making 2.5% more than a newly hired employee today. If the legislature continues to only grant a step raise to State employees every 6 years then a state employees would have for the State of Kansas for 72 years before they reach the end of their pay range. For me that means I'll be 99 years old when I finally reach my full pay scale. Compare that to being 39 years old which how old I'd be when I reached the end of my pay scale if the current pay plan was followed.

I have no trust in the state of Kansas changing the pay system. The current system is fine if the legislature would allow it to be followed. That being an annual step raise every year until the top of a pay range is reached plus a cost of living raise to meet inflation when needed.

Basis of employee pay - These things should be used in determining a job classification pay range. But not where an employee is placed within the pay range.

Pay administration - A particular job classification should be determined for each position and stuck with. It should not be left to an individual agency how much they pay each employee. This could

lead to a good-old-boy system where employees compensated based on things other than job performance. This would lead to lowered moral and higher turnover in positions.

Thanks for allowing me to comment on this issue,

Email 18

I will try to be brief. My comments address unclassified and longevity. There are many of us in unclassified service who have served the state many years, yet because our positions are required by statute, or some other reason, to be unclassified, we are not entitled to longevity pay. We are not professors, or researchers, or in decision-making roles. We do not earn high salaries. In fact, there are many classified positions making much higher salaries who are also receiving longevity.

It would appear that if we are going to reward simply for "longevity," then all employees should be entitled to "longevity" pay, regardless of classified or unclassified status.

Thank you for considering this discrepancy in our pay system.

Email 19

I find the system of paycheck information only being available to employees via the employee going to the internet. This is burdensome and the internet site is not very user friendly.

If this is an attempt to reduce paperwork, why couldn't employees have the option to have paycheck info e-mailed to them--sort of an "electronic check stub" every two weeks.

Email 20

I am aware of a situation where a department head kept recommending a classified employee for extra pay increases, each year using up the departments performance based increases. When this administrator left the new department head was stuck with a low performing high paid person in a critical job. Eventually her employment ended but while this was going on other deserving department personnel could not get performance based pay raises. Who is going to insure that this type of situation does not occur again?

Email 21

This appears to me to be another devise of the current Administration to eliminate Civil Service!

Email 22

This would cost more than it would be worth. You might want to offer classes on budgeting to those that cannot live from one pay check to another.

Steps have been the only way to get a raise in MANY years. Please do not delete the steps. Unless you can guarantee raises each and every year.

Work performance – Good luck in trying to prove it though as supervisors use personal bias in choosing.

There are NO unique needs of ANY agency. Each job, regardless of difficulty, has a corresponding work product that can be graded. The only ones that like this are the ones that cannot perform the work required but want to be paid like everyone else.

Email 23

As KDOT employee I would like to see our wages be put on Work performance more and less on longevity, We worked this winter every Holiday and speaking for my self I would of like to seen it to where we could have took some time away from KDOT to rest between storms without haveing your overtime paid out diffent wage because you used leave in the same week, I would like to see KDOT give the people that have to work all the Holidays during the winter a two or three extra days off, Like a D-Days to use to make up for the worked Holidays,As a supervisor I would like to see it where your not all grouped together on one pay grade, Supervisors in the area shops have a lot more to put up with Two bosses not just one.

Email 24

It is not fair for someone starting out with the state system for employment, to begin at the same rate of pay that other people are making, that have been with the state for 10-30 yrs. This is drastically unfair, and needs to be changed. Length of service should account for something.

Email 25

I feel that longevity should not be the only basis for determining an individuals pay. I know several persons who have

worked within my organization that do not do as much work as others but because they have been here for such a long amount of time, they make more money. I feel that the most important criteria to determine the pay of an employee is their work performance.

As an example, if employee A has been here for 20 years and only keys in 200 entries a day but employee B has been here 3 years and keys in 400 entries a day. I feel that Employee B should receive the same or more equal pay as Employee A because they are doing twice as much work. This scenario happens in my department at times. If I knew as an employee that the harder I worked the more I could get paid, I would do more work than what is expected of me. However I wouldn't be motivated to do above and beyond regularly if I knew I was only going to get paid what my longevity would allow me to.

I do believe that longevity is important also because it shows that a person can stick with a job and be dedicated to their employer which can be a rarity. However I do not feel that it is the most important factor in determining a persons wage.

Thank you for the opportunity to share with you what my feelings and thoughts are about this matter. I am looking forward to hearing what the State decides about this matter.

Email 26

I think that work performance should be the basis for determining pay of employees. If work performance was the determining factor on the pay of an individual, then perhaps the employee would be more likely to have good work habits, better work performance; therefore, creating a better work environment for everyone. I think that good work performance should be factored in more for state employees. Pay raises should not be primarily based on longevity. If pay raises are only based on longevity, then no one has any incentive to work at quality standards. I think that a pay increase should deal with how the individual performs the job on a daily basis. The better our employees work and work together, the more effective and efficient our division and other divisions would become. I would also think that education and training would be a better idea to base pay increases, rather than longevity. This would give more state employees the incentive to become more educated.

Email 27

Regarding your request for input, I have thoughts on a couple of the identified issues:

Issue # 2, Structure of Pay Grades – The existing step plan is extremely limiting. There is no flexibility to award performance or to meet salary requirements to land or keep a good employee. A stepless system would allow more flexibility to meet today's hiring needs, especially in a thin IT market.

Issue #3, Basis of Employee Pay – While it is important to have a performance evaluation system that is uncoupled from salary, it is critical to be able to reward superior performance. Currently I have no method for rewarding superior performance. Tying salary to performance, if done correctly, would have some benefit.

Issue #4, Pay Administration - An IT professional who could work at almost any other state agency could be denied employment at the KBI because of our stringent background requirements. Further our background investigation lengthens the hiring timeframe considerably. Because our requirements are greater than other state agencies, and the overhead to be hired here (polygraph, extensive background investigation) so much greater, I need a salary program that exceeds other state agencies in order to be able to compete for talent. Flexibility in the salary administration plan, and a commensurate budget, would help greatly.

Email 28

I am opposed to this new plan.

Email 29

1. I am not opposed to the use of more than one pay plan, if the plan can be developed in an equitable way for equitable type of work.
2. I am in favor of open pay steps. There are several problems with the current steps system. First off you never know if the legislature or governor will approve any step movement. Secondly, positions are reevaluated or reallocated frequently enough that veteran employees with 20+years are still on the first step. This causes some animosity amongst these veterans because they make the same money as a new employee in that position. The only reward they have for all of their experience is a longevity bonus which is small. I think a pay system which has a base pay and maximum pay bracket would be good. Especially if there was a system that used a percentage increase of base pay to reward longevity. For example add 1% to an employee's salary for every year of service. If my bracket of pay was \$40,000 to \$55,000 and I was being paid \$47,000 and had worked 18 years, then I could get 18% of \$47K as a longevity for a total of \$55,460. This type of system would reward longevity and work performance.
3. I believed work performance, closely followed by longevity. But a pay system that could address each of these issues would encourage work performance, longevity, education and professional improvement.

4. I think equity is an unrealistic goal, but fairness is possible. There are too many factors involved to make everyone's work equal. For example a Highway Patrol employee in Kansas City is a lot different than one in Ulysses. The cost of living is significantly different and the work load requirement is much heavier for the KC officer, but they are both of equal rank. Should they be paid differently, I think they should. But how do you do that without making it seem like punishment for one of them. I believe that specific base line standards for the majority of positions in the State could be established, although labor intensive. When factors like geographical cost of living issues, work load, special training requirements, health and safety factors, liability, longevity, work performance etc. are added to the total view of a base pay plan for a position, then fairness can be found. I view a good pay system like a pyramid of building blocks. A good foundation is there for every job, i.e. a base pay. But the more an individual employee or agency is invested into a position, the more blocks there are to build a higher pyramid. Each level of education, certification, time on job, or quality of work, should add another block to the pyramid. This will encourage good workers with financial incentives for all positions.

Email 30

It is hard to comment on a possibility. A draft should be developed, then shared with State of Kansas Employees to gather input.

This is a good idea, but must be monitored regularly to ensure fairness and equity in the implementation.

Work performance is the most important criteria.

Statewide equity and the unique needs of agencies should be balanced through transparency and demonstrated impartiality. Continual education and awareness will be essential to ensure State of Kansas Employees this goal is being met.

Email 31

WHEN I ACCEPTED THE POSITION OF ADMIN ASSISTANT I WAS UNDER THE IMPRESSION THAT I WOULD RECEIVE STEP INCREASES, AS WITH OTHER GOVERNMENT AGENCIES I HAVE WORKED FOR IN THE PAST. AS IT STANDS NOW ,THIS JOB IS A GOOD SECONDARY INCOME, BUT TO DEPEND ON IT AS A PRIMARY INCOME IS UNREALISTIC IN TODAY'S ECONOMY.

WE NEED OUR STEP INCREASES. IF THE NEED ARISES FOR ME TO SUPPORT MYSELF, MY WAGES ARE SUB- STANDARD. MY OPTIONS ARE A SECOND JOB OR WELFARE. STATE EMPLOYEES NEED TO BE PAID A PROPER WAGE NOW, WITH REGULAR PAY INCREASES, SO WE CAN BE SELF-SUFFICIENT. THESE INCREASES SHOULD BE BASED ON LONGETIVITY. WITHOUT THESE STEP INCREASES, THE STATE LOSES MONEY BY TRAINING A PERSON FOR A POSITION AND THEN LOOSING THIS VALUABLE, QUALIFIED EMPLOYEE TO THE PRIVATE SECTOR DUE TO SUB STANDARD PAY. ALSO THE DECEMBER BONUSES WILL BE NICE, BUT ARE INEFFECTIVE AS A INCENTIVE. PLEASE GIVE STATE EMPLOYEES REGULAR STEP INCREASES.

Email 32

I am open to anything that guarantees that we receive some type of increase every year, based on performance of course. I would not rule anything out at this point.

I am open to this idea too, but I do have to admit that it does worry me slightly, because with the step increase in theory guarantees that you get some type of compensation based on satisfactory review. But the good thing in doing away with the pay steps is that if you are more than satisfactory, you could get a larger merit increase than someone who is just satisfactory.

- 1 Work performance
- 2 Education, training, and/or skill acquisition
- 3 Job related licenser and certification
- 4 Longevity

I think all 4 are important to consider. But I would have to say that in order of importance, it should be 1,2,3,4 from the above.

I think first you have to have a universal system to recognize how an employee should be compensated. For example a point system. You meet the points your satisfactory, you meet more than the points you should be compensated for it too. I think you would need a point system to determine someones starting salary and a point system to determine raises. The only problem with this is that some supervisors or managers are more difficult to get increases from and could lead to resentment. But on the other hand resentment occurs too, when one who is exemplary receives the same raise as someone who is satisfactory.

There is no way to make everyone happy. But I know personally that I have had good reviews, a bachelor's degree, more experience, and I am getting paid the same as staff who just started a year or two ago with no degree and that is frustrating. So I think a point system would hopefully give me credit for my degree, longevity, plus performance.

Email 33

I vote for longevity since this is the only way a raise can't be altered or played with due to someones feelings... Thanks

Email 34

Number of Pay Plans – I believe that the State of Kansas should research the possibility of breaking the Pay Plans down to at least 3 separate classifications: Administrative, Mechanical, and Technical.

Structure of Pay Grades – I believe that moving to a pay grade instead of pay steps would encourage employees to do their best if it affected their pay. Currently it doesn't matter if you apply yourself; everyone gets the step increase when it is voted on regardless of job performance.

Basis of Employee Pay – My opinion on this subject is that no matter how much education, the amount of licenses and certificates or the amount of time you are at your job if your work performance isn't good you should not be rewarded.

Pay Administration – I believe there should be guide lines but, the Secretaries of the Divisions should have the authority to decide the appropriate compensation for their Division.

I believe that the current job classifications should be reviewed and updated to meet the appropriate jobs that are being done. Such as personnel that work with Data and Databases out side of the IT departments.

As new and more difficult work assignments are being added to existing personnel to save on hiring of new personnel costs, desk audits should be done more efficiently and timely so insure that personnel is being compensated for there new assignments. Most employees would not mind additions to their assignments if they thought they would be compensated for their work. It is the constant additional (not more work, work outside their current classification) workload with no compensation that makes moral low.

I appreciated the opportunity to share my thoughts on these concerns and am looking forward to changes if any in the current process.

Email 35

1. The state should develop more than one pay plan
2. The state should use pay grades without steps.
3. The state should use all of the following criteria in the following order.
 - a. Work performance
 - b. Education and or skill acquisition
 - c. Longevity
 - d. Job related licensure and certification
4. Have individual agency's be apart of developing their own pay structure

Email 36

We have found that is is nearly impossible to get qualified people to take a skilled electrician or refrigeration job with the state due to them having to take a drastic cut in pay to leave their current job to come to us. A certification program would identify our skilled employees and hopefully raise their wages and make is possible to hire qualified employees. With expenses increasing and incomes not, even those now working with the State in many trades are finding higher paying jobs with City, County and Federal agencies. It has gotten to the place that the only way you can increase your wages is to look elsewhere.

As our society gets more complacent and less willing to work physically and mentally demanding jobs the harder is to get good employees to fill those positions. We end up interviewing high school dropouts and trying to train people who do not want to go to school to learn the things needed to do the job properly and without constant supervision. I would be happy to elaborate further if you would like. I have been with the state since 1977 and cannot afford to retire mainly due to the cost of health insurance. I like where I work and know that I could earn more if I would go elsewhere.

Email 37

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I do believe this would be something to look further into. I do however think that longevity should not be the only issue taken into consideration when considering the different pay plans.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I believe there should be defined steps to strive for. If there are not any steps then someone just makes hourly rate no matter what they do this doesn't give someone the motivation to strive for more. Also someone could be capped out at their pay step and not have motivation to do more as no matter how much more they do they will not get higher pay.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- I believe work performance should be a big deciding factor on the pay. Also the job related licensure and certification. Someone can have a masters degree in what job field they work, but if they just show up and do the minimal amount of work but get paid more because they have more education than someone who does more work but gets paid less because of their education. This doesn't make sense. There is also the issue that I encounter that someone is very educated but they have no "real life" skills. Their people skills are terrible and that particular person is terribly rude. Why should this educated person be rewarded for their rudeness and poor job performance? Also someone who has been with the state 20 years but has the a high amount of delinquent issues with their cases or complaints that things don't get completed enjoy the benefit of higher pay because of longevity. I can appreciate someone who has made a career with the state, but if they do the minimal amount of work, have a high delinquency rate as far as reviews etc and high complaints why should they be rewarded more. Someone who has been with the state a short time but comes in and works their full day and gets their caseload running smoothly and minimal complaints I feel deserves an incentive more than the person with longevity.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I think this is done excellent at this point in time I have no complaints about how the State of Kansas is doing as far as equity between all the agencies.

Email 38

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

* Personally I don't have a problem with the state having only one pay plan system for the entire classified staff. I would need to see what other plans other states have to decide if our plan should be changed or not.*

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

*I feel that allowing employees to be paid over a range of wages instead of on a step that the legislature gets to determine would be a more balanced approach. The legislature does not know how an individual employee is performing. To lump every single employee into the same mold each year is frustrating and demoralizing to those of us that have been with the state for a number of years and are getting paid only \$2 or \$3 more than when we first began working for the state. *

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

I feel that work performance should be considered along with longevity in determining an employees pay.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

*I think there needs to be some overall guidelines so that each agency doesn't have a different system. However, I also feel that each agency should have some leeway within the general guidelines to make their own decisions on how to administer compensation.

Email 39

Dear Sirs: I have placed my Deffered Comp contributions in the savings portion, guaranteed return , because when the year end and quarterly return records come from ING the advertised rate that the funds returned never show to correspond to my actual held account. I therefore deduct that service charges, etc. are taking the balance. I have placed other monies in an account that is run privately and it has done better even taking into account the fact that I havd to pay the taxes on it up front, leaving me in about a 28% hole to begin with!!! with the serious problem in

KPERS that the legislature continues to ignore threatening to jeopardize all or part of that offering, alternate investments become a mandatory retirement requirement. I believe that ING has become comfortable in their relationship with State of Kansas to the extent that low ACTUAL fund performance will be tolerated by Kansas governing factions, and so far, that has been the case. This investigatory email is encouraging to me, as I would like to be able to participate in a viable tax deferred state program, but so far what we have has been a disappointment.

Email 40

Regarding the "step" issue, steps are OK except for the fact no one ever gets moved up because the legislature can dictate raises. Steps or not, any pay needs to have regular adjustments for inflation and/or cost of living.

The only way to advance within the State system is to quit your job and get another in a higher pay range. This is really hard on technical employees such as myself, a professional engineer. There should be some system where education, professional requirements and licenses, and technical experience can result in compensation increase without having to change jobs. I have trouble keeping trained engineers who started at entry levels because they cannot advance their compensation to support growing families without leaving. They should be able to progress to higher pay ranges based on longevity, training, licensing, etc.

Vacation "bumps" should be increased to a max of 8 hrs /pay period for 20 yrs service and up.

Email 41

My comment has just to do with the Step system as it is now – it should be used, and its not currently.

For example: Why are we frozen on the steps? Why aren't we given an increase in step pay upon annual personnel review? I received one the first year I worked here 8 years ago and then this was frozen or stopped.

Thank you for the opportunity to comment.

Email 42

This again? In 20+ years of State employment, I've seen similar requests for feedback on State Employee Compensation at least four or five times. The net result is consistently the same. There are no changes, whatsoever, made to the State Employee Compensation plan. I can fully understand the reason why.

While the vast majority of State employees support the concept of merit wage increases and monetary bonuses for exceptional annual performance ratings, we all know that to enact such measures puts the State's "deep pockets" at severe risk of being plundered by claims of discrimination. "You didn't give me a merit raise and/or performance bonus, because I'm black / white / hispanic / Venusian / vegan / gay / green eyed / don't golf / smell funny / have body art / chew with my mouth open!", etc., ad nauseum. As a member of SRS management, I would dread such unfounded claims, but would fully expect them to occur if merit increases and performance bonuses were in our pay structure.

Cynical State employee? Not about what I do in my job. Just about this subject. And I'll be extremely surprised, nay SHOCKED, if anything different results from this staff survey than occurred the last four or five times around.

Email 43

Number of Pay Plans - Before making a decision or comment on whether or not the state should implement more than one pay plan, I would like to see an example of how the multiple pay plans work.

Structure of Pay Grades - I think both the steps and the open plans should be used, in order to accomodate for both longevity and performance. For example, if an employee qualifies for a step increase, they would be paid the amount of the step. However, if they have performed outstanding work, they should receive the step increase along with an increase at the discretion of the supervisor and/or agency to reward for their performance. As it is now, as long as you don't get an unsatisfactory rating on your evaluation, everyone gets a step increase (when approved by the legislature) and is doesn't matter if they are someone who comes to work only for the pay check and really doesn't do anything or if they are someone who is dedicated and performs their job above and beyond the norm. Agencies should be able to offer up, say, a "between the steps" raise for outstanding performance. I still think the steps are important so employees who have remained on the job for years don't remain on the lowest step to be making the same pay as someone just starting (like it is now.)

Basis of Employee Pay - Criteria in the order of priority: (1) Performance, (2) Longevity. I don't believe that just because you have a college diploma, that you are a better worker and deserve more pay. There are a lot of non-college educated employees who are heads and shoulders above the college graduates when it comes to work ethic, initiative, innovation, and customer service. Many times it's the non-college educated employees who have the answers and know-how, who the college-educated folks rely on.

Pay Administration - I agree that many agencies have unique needs and that a one-size-fits-all method of compensation is unrealistic. My thought is that perhaps there should be a basic pay scale to use as a starting point. Then each agency can structure around the basic pay scale to accommodate that agency's special needs. For example, Office Assistant. There could be a basic job description and pay scale. Then if an agency has a special need that requires more than what the basic job description allows, then that agency would have the option to enhance the job description and pay.

General comment - Before a new compensation/pay schedule is developed, I would like to see current employees put on the steps they should be on to reverse the inequity that occurred when the first 3 steps of the pay scale were removed (Step 4 became Step 1), and then there were no step increases for a few years. Many employees, such as myself, were moved to Step 4 (which became entry level), and stayed on that step for 5 years. In the meantime, new employees were hired, which means they also were on the entry level. Therefore, my years of service meant nothing. Let's get the state employees back on the steps they should be on.

Email 44

Bottom line is we like the state civil system. We don't like going years without an increase. We want to be at a competitive market level. Many do not want to do as KU did and leave the state civil service system in hopes of better pay. We want a merit increase system and the ability to fund it.

K-State and other Regent Universities use to be a desirable place to work. From what I have seen in the past 10 years, when a job came open it was nothing to have 25 to 35 applicants, now we can't even get a good selection of at least 10, this last time we had to open up the search a second time. The big reasons for this trend is pay and benefits are not competitive anymore.

Question 1 - Yes more than one pay plan. There is a big difference between someone getting a 2% on an hourly wage of \$10 and a 2% on an hourly wage of \$25. This "contributes" to some job classifications being left behind in the job market. There are also regional factors. The cost of living should also be a built in factor.

Question 2 - I would choose pay grades without pay steps. This would be closer to a merit increase than just pay steps.

Question 3 - Work Performance is most important. Work performance would also be close to a merit increase, because your basis of employee pay would be on performance. We have had many in our area who had an education and training but still couldn't perform the job. Not every position requires licensure or certification. Longevity is nice but doesn't provide motivation.

Question 4 - Untie the hands of Administration on the University level. There are too many bosses and between the different levels we get lost. That is why we continually have to make ourselves heard on all levels. A system needs to be put in place where we are not continually lost and I am very happy that this task force has been put together and is asking for our input. That is a wonderful start and we all look anxiously as to the outcome of this committee. But continuing on a further note in reference to pay plans... The legislature may have thought the "bonus" of \$860 was fair and equitable, but this was a slap in the face to state workers and is considered a very big insult. We are aware that this was a way of the state trying to save money, but we don't want bonuses as part of our pay, we want a percentage, a base pay that will be there next year and the year after...I hope you take this into consideration and not do this in the future.

Again I thank you for the task force and the work you are doing. This is a wonderful step in the right direction.

Email 45

This e-mail message expresses my opinion on the proposed state employee compensation system. Prior to my employment as an unclassified professional for the state, I served for 22 years in the US Navy as an enlisted man, so I was exposed to a similar compensation system that is now in effect for the state.

1. The state should use more than one plan for compensation. The pay plans should be based on what the employee does, and their supervisory level. What the employee would be making outside of the state system, whether they would be subject to working different shifts (or holidays and weekends), and the hazards they are exposed to should also be taken into account.

2. The state should have a step less pay system going from a minimum and maximum level of pay for the employee. The supervisor, in conjunction with the budget officer, should set an employees pay, and control his advancement. Employees typically get a cost-of-living pay raise annually, but if they really

want to get a pay raise, they should have to work for it. Also, the current system can be unfair in that an employee with little experience can get paid on the same level as an experienced worker.

If a step system is to be continued, it should be changed to an apprentice, journeyman, and masters level, to be based on the employees knowledge and experience.

3. I feel that longevity alone is a bad way to base an employees pay. A marginal worker can end up making more than a good worker, simply because he has been employed longer. The new system should use the following criteria: 1. work performance 2. flexibility (multiple skills) 3. licensure 4. education 5. longevity.

4. This is probably the hardest issue to tackle in designing a compensation system. I feel that if the compensation system is changed to reflect the employees skill, knowledge, type of work, and performance, then different agencies should pay their employees according to the compensation system. If the system does not change significantly, then the agencies should be able to structure there own pay scale.

Email 46

I am responding to your request for feedback concerning the ING deferred comp program.... To begin, it is encouraging that you are looking into the program, because I believe that ING has become somewhat complacent in their administration of service to Ks. employees. I have my fund in the savings program because in the past when the advertised rates of return are published, my actual held funds in those funds do not reflect the same increase, sometimes by substantial differential. I will soon be curtailing my participation completely with the Deferred program, and will be adding that money to aftertax (Roth) activities that I am already involved with. I have been disapointed with the lack of advisement and counseling that have been available with ING, and the present alternative that I am pursuing has the track record of individuals that work very hard to grow my fund, since their livelihood depends on its growth. ING has had the Deferred contract for so long, that they seem to not be so motivated. Given the fact that this is overseen by state government, It is a colossal pain in the neck to change anything so the predominate plan of action is to maintain the status quo, or at least it has been to this point. With the recent increase in the Dow, we should see astronomical gains in employees holdings. At a recent meeting with my representative fro ING, I pointed out my concern that over the life of my investment my fund had grown a TOTAL of about 10%! Her reaction was that my fund was in better health than MOST of the funds that she had, due to the heavy losses that most employees had when the market crashed several years ago and the advice was to hold the funds in their places, which most did and lost 50 to 80 percent of their earnings base. When that happens and the market comes back, the increase is only half of what the loss was because the loss is based on the original holding and the gain accrues on 50 to 80 percent less principal, resulting in a long term loss of 25 to forty % of the fund..... I believe that the State of Kansas should have changed the way we administer the funds at that time but we didn't, and when the Dow crashes again, the same people will be giving the investors the same advice..... There are funds that have automatic stop loss sell levels that limit the downside peril to a fund, there is a small administration fee involved in those funds but it is certainly less that the losses that many employees that held funds through the depressed time experienced! Many of those employees became disillusioned to the point that they stopped saving altogether, leaving them on the entitlement lists for their retirement years and burdening those who are in better straits to support them through higher taxes.

I am a big fan of aftertax activity. When you participate in a Roth account, especially if it is long term (ten years or more) the benefit of not paying withdrawal penaties in the form of taxes will more than make up for the meager interest return of most ING fund holders. One thing that I never see ING advertise is the AVERAGE return experienced by fund holders in the state DC program each year, nor do I see the AVERAGE administrative costs that are subtracted from each fund annually, expressed in raw percent figures that are easy to understand and difficult to distort..... as you may infer from this letter, I am highly suspicious in nature anyway, and the very disapointing rate of return that I have experienced with ING and Aetna leads me to believe that the program could certainly be improved. I have rattled on enough- I would appreciate that if you have access to return and administrative costs per account, by percentage or not, If you would respond and supply me with that information.

Email 47

First of all, there are many inequities that are manipulated within our current system and with the proposed plans that problem would only increase. By this I mean that we have state employees that are under different direction such as Dept of Administration, Judicial, etc. Pay ranges differ with those departments, holidays differ, vacation, sick leave and funeral leave use differ. KPERS differs amongst organizations, particularly with the schools and any other group.

I recently had some difficult times in dealing with a new supervisor whose approach was pretty much the opposite of the previous supervisor I had. I could not get resolution with talking with my latest supervisor who could not see the

impact working 2 other empty caseloads (600+ cases each) in addition to my own (for a year) would have on doing the job I wanted to do on my own. I did not get a poor evaluation but every issue I couldn't complete on my own caseload was counted against me on getting an excellent evaluation. The only compensation I got for all the extra work was numerous "thank you's" which weren't enough when the stress became overbearing & I asked for help and was given 1 ½ page email about how angry that made the supervisor. These were empty caseloads because of people leaving due to the supervisor's approach to many issues. I went to an the person in charge of EEO to discuss the situation and what I could do about it. This person described my situation as being one in which the new supervisor had detected which workers would do the work without much complaint so that person was just given more and more until they couldn't do it anymore--in my view I was viewed as a drone. One doesn't have to pay drones anything more because they'll attempt to do the work anyway. Others who complain all of the time get promoted or upgraded on the pay system just to appease them so they won't leave. If there weren't COLA's I would be pretty much at the salary I started with so longevity does mean something positive for many of us who are hard workers.

When I was employed in my current job I was required to have a degree but, due to the lack of being able to hire persons with a degree at this pay grade and with the overload of work, they have reduced the educational standards. That is also a downer for those of us who did work for a degree. I think there should be some difference in pay based on educational background. I do recognize that there are some very capable people who do not have a degree but the degree should mean something especially when one was hired on that basis.

I don't know if this is the kind of information you want but these are my thoughts. I am retiring earlier than I had previously planned on because I am tired of dealing with the above issues without resolution. Prior to the latest supervisor, I loved my job. Can't say that is the case any longer.

Email 48

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I don't think the number of pay plans is as important as placing employees on ranges that are commensurate with education, training and responsibilities. Often DA or an outside consultant does a study of the classes in several agencies, but fail to really grasp the kinds of responsibilities we place on some employees. I have always worked for a small agency and professional employees in this agency are expected to work very independently and take on responsibilities that are often not dictated by laws and regulations.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I would admire an effort to reward people for hard work and innovation. However, in this agency it would often be hard to measure in a finite way the results for our constituents. Hard work in a large metropolitan area may influence a large number of constituents while hard work in a more rural may be just as important but not impact overall financial resources significantly. I would favor a combination. Something which leaves steps in for longevity. Often the public thinks a long-term employee is just "hanging on" and receiving raises (steps) for just being a body in the position. I have observed that having the benefit of experienced employees reduces training time, eliminates wasting time on fruitless projects and allows a broader perspective on the overall agency and state mission.

Also, I would hate to think that supervisors along the line would have the sole capacity to determine an individual employee's worth and pay scale. Employees in the public sector need some long-term incentives to work toward if their career is otherwise fulfilling. A long range of pay steps give them some finite rewards.

However, when the Gov. and the Legislature choose not to implement the steps, it obviously makes no difference. A personal example: I was promoted to a supervisory position 6 years ago. After 24 years, I moved from a rural area to a large metro area with increased costs of living. I did all that thinking that at the very least I would improve my final avg. salary for retirement. Even though we have had some small colas in those six years, we have only had one step increase (last year's election year). Most would prefer the more reliable step increase. More importantly, when employees only receive a cola, they remain on the same step. When this happens over 6, 7 or 10 years, now you have a number of brand new employees, doing the

same job as senior employees with vast experience, and making very close to the same pay. This is a huge morale factor.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance As explained above, it would be excellent to be able to reward an employee for exceptional work performance and obviously this is the best measure, but because of the variety of duties, locations and supervisors, the other items below should also weigh-in
- Education, training, and/or skill acquisition
- Job related licensure and certification
- Longevity

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- This is where the DA needs to listen closely to those agencies and review with them the duties and responsibilities of all positions. Employees need to have input to their respective state agencies involvement in that process in order to get an accurate view. For example, often the personnel officer really has no definitive idea of the complexities of the job duties in the agency. To depend on them and a simple written job description does a disservice to the employees and the public they serve.

The Commission would welcome your opinions on any other compensation issues, but would especially appreciate your input on the issues specifically listed above.

- Many states have compensation packages that are attractive enough for employees to stay for their entire careers. As part of that there is enough separation between starting salaries and ending salaries to provide some incentives for early retirements. It saves money for the agency and makes retirement attractive enough for the employee to step aside for a younger worker. State of Kansas' present pay ranges do not allow enough separation between starting and ending salaries to make this an attractive option for either the agency or the employee. Couple that with the fact that employees have made only one step in the past 6 years and you have new employees coming on board at salaries only slightly less than 30 year employees. **This is a morale killer for senior employees.**

Email 49

First of all I would like to congratulate the commission for finally addressing this issue, which has for some time now, been the reason for poor state employee moral. I came from two other state systems and Kansas is by far is the one that needs an overhaul.

The current pay plan has contributed to poor moral. I have a B.S. degree plus teaching certification in two areas and 15 years of training courses and experience and I was hired at a salary that is the same as what I was making 20 years ago as an unemployment clerk for the State of Illinois. Employees in my position are paid 25% below what we should be being paid. When you start out at such a low salary, it takes years to get where you should have been in the first place. You never catch up. I believe employees should be paid for good work performance, training, and skill acquisition. We should all strive to do better in our jobs and not become complaisant. I believe longevity can create complaisant employees, who become too comfortable and secure. I like the idea of developing more than one pay plan. The employee should be rewarded for doing a good job. A good job would not only be excelling in your job duties but would include things like providing excellent customer service, volunteering when needed, asking and getting additional training and skills acquisition. A criterion would be used by management. Employees would be recommended by their supervisor to receive a yearly raise, in addition to cost of living. Currently, the only way to get a substantial raise, 10%, is to get a promotion. Most employees will never get a promotion unless they receive additional training and education or have been at the same job for twenty years. Salaries are too low for most of the state positions. There needs to be a way to remedy this. There is no reward for doing well. If present pay plans (salaries) remain, expect poor moral and poor job performance. Thank you for your time and consideration.

Email 50

I HAVE BEEN STUDYING THE LETTER SENT OUT, REQUESTING COMMENTS ON EMPLOYEE PAY. THE LETTER INCLUDED FOUR AREAS OF CONCERN, AND I WISH TO ADDRESS THESE

IN ORDER.

1. NUMBER OF PAY PLANS: I FEEL THAT AS IT EXISTS NOW, EMPLOYEES ARE NOT REWARDED OR ENCOURAGED TO IMPROVE THEIR EDUCATION/TRAINING IN JOB-RELATED AREAS. (SOME OF THIS APPLIES TO #3 BELOW) ANOTHER ISSUE IS THAT EMPLOYEES WITH THE SAME CREDENTIALS ARE PAID DIFFERENTLY WITHIN THE SAME AGENCY, DOING SIMILAR JOBS. I WOULD PROPOSE THAT EMPLOYEES WHO HAVE PROFESSIONAL DEGREES AND LICENSES TO PRACTICE BE GIVEN INCREASED COMPENSATION FOR THIS, EVEN IF THEIR SPECIFIC JOB DESCRIPTION DOES NOT MANDATE SAID DEGREE/LICENSE.

FOR EXAMPLE, LICENSED SOCIAL WORKERS ARE PAID ONE RATE WITHIN SRS IF THEY ARE IN THE CFS DIVISION, BUT A LESSER RATE IF THEY ARE IN THE EES DIVISION. BOTH CFS AND EES PRIMARILY ARE INVOLVED IN INTERVIEWING CLIENTS, MAKING PROFESSIONAL DECISIONS BASED ON THE INFORMATION GATHERED, REFERRING CLIENTS TO COMMUNITY AGENCIES, AND MONITORING CASES FOR SERVICES PROVIDED BY COMMUNITY PROVIDERS AND ADHERENCE TO STATE/AGENCY POLICY. WHILE IT IS NOT AN AGENCY REQUIREMENT TO HAVE A SOCIAL WORK LICENSE TO WORK IN EES, THOSE WHO DO BRING A WEALTH OF INTERVIEWING, CASE MANAGEMENT, AND EDUCATION TO THE JOB, WHICH OTHERS MAY NOT HAVE. THIS ALONE WARRANTS EXTRA CONSIDERATION TO THESE EMPLOYEES.

IF THE STATE IS GOING TO RETAIN QUALIFIED AND EXPERIENCED EMPLOYEES, IT MUST SERIOUSLY LOOK AT THIS ISSUE, BECAUSE JOB CLASSIFICATION IS ESSENTIAL TO ANY EQUITY AND PARITY OF PAY.

2. STRUCTURE OF PAY GRADES: I FEEL THAT THE BEST WAY TO ADDRESS THIS WOULD BE TO TAKE THE CURRENT STEP SYSTEM, WHICH HAS GUARANTEED PAY RATES, AND MODIFY IT TO ALLOW FOR FLEXIBILITY WITHIN THE STEP. FOR EXAMPLE, IF "STEP 1" IS BETWEEN \$10.00 TO \$10.50, THEN A PERSON WOULD BE PAID THE LOWER RATE WHEN FIRST ADVANCING TO THAT STEP. IF, AFTER 6 MONTHS, THEIR WORK PERFORMANCE REMAINS SATISFACTORY, THEY CAN BE BUMPED UP TO THE HIGHER LEVEL. THUS, THEY WOULD

Email 50 - CONTINUED

START AT \$10.00, AND AT 6 MONTHS, GO TO \$10.50, BASED ON A SATISFACTORY EVALUATION.

THIS WOULD HAVE THE EFFECT OF IMPRESSING ON EVERYONE THE IMPORTANCE OF CONTINUING TO PERFORM UP TO STANDARDS. EMPLOYEES WOULD KNOW THAT THEY HAVE A REASON TO STAY SHARP, AND SUPERVISORS WOULD HAVE AN INCENTIVE TO HELP EMPLOYEES TO MEET STANDARDS. IF SOMEONE DID NOT MEET THE STANDARD, THEY WOULD NOT "LOSE" ANYTHING, JUST STAY AT THEIR SAME RATE UNTIL THE NEXT EVALUATION PERIOD.

3. BASIS OF EMPLOYEE PAY: LONGEVITY IS AN IMPORTANT PART OF PAY, BECAUSE OF THE SIMPLE FACT THAT EXPERIENCE COUNTS FOR A LOT. THAT BEING SAID, HOWEVER, IT IS TRUE THAT SOME PEOPLE CAN TAKE THE VIEW THAT "I HAVE BEEN HERE SO LONG, THEY CAN'T DO ANYTHING TO ME," AND THUS "COAST." IN ORDER TO COUNTERACT THIS, THERE SHOULD BE IN PLACE INCENTIVES FOR EMPLOYEES TO IMPROVE THEMSELVES, WHICH IMPROVES THE STATE OVERALL.

LICENSED EMPLOYEES MUST KEEP THEIR LICENSES BY ATTENDING CONTINUING EDUCATION CLASSES, AND I PROPOSE THAT THIS SAME THING BE EXTENDED TO ALL

Email 50 - CONTINUED

EMPLOYEES. ANYONE WHO ENROLLS IN A JOB-RELATED COLLEGE COURSE, SUCH AS COMPUTER PROCESSING, HUMAN SERVICE INTERVIEWING, OR SIMILAR COURSES, SHOULD HAVE AT LEAST HALF OF THEIR TUITION REIMBURSED BY THE STATE. LICENSED EMPLOYEES, ESPECIALLY IF THEY ARE NOT IN A "LICENSE-REQUIRED" POSITION (AS DESCRIBED IN #1 ABOVE) SHOULD HAVE THEIR CEU CLASSES PAID FOR/OFFERED ON THE SAME BASIS AS OTHER LICENSED EMPLOYEES ARE.

IF EMPLOYEES ARE CALLED ON TO ADMINISTER BENEFITS, ASSIST CLIENTS TO FIND WORK, PROTECT THE VULNERABLE, INPUT DATA ACCURATELY, AND OTHER DUTIES, THEN THEY SHOULD BE ENCOURAGED AND COMPENSATED FOR LEARNING HOW TO DO THIS BETTER. I FEEL THAT THIS, AS OPPOSED TO MERE LONGEVITY, SHOULD BE THE POLICY OF THE STATE.

4. THIS IS A VERY DIFFICULT ISSUE, WHICH GOES TO THE HEART OF FAIRNESS AND EQUITY. I FEEL THAT, AS THIS IS A VERY DIVERSE STATE, IT IS COUNTERPRODUCTIVE TO REQUIRE ALL EMPLOYEES TO BE TREATED THE SAME. RURAL/URBAN CONCERNS ARE HIGH WHEN THIS TOPIC IS RAISED, BECAUSE OF THE DISPARITY OF COST OF LIVING. THE OTHER ISSUE IS THE UNWILLINGNESS OF MOST PEOPLE TO MOVE TO SPARSELY-POPULATED AREAS.

IT WOULD SEEM THAT THESE ARE INSURMOUNTABLE ISSUES, HOWEVER THEY CAN BE ADDRESSED IN A FAIR WAY. FIRSTLY, IT NEEDS TO BE DETERMINED THE DIFFERENCES IN COST OF LIVING BETWEEN SHAWNEE, SEDGWICK, JOHNSON, AND WYANDOTTE COUNTIES; AND CLOUD, JEWELL, WICHITA, AND SMITH COUNTIES, FOR EXAMPLE. EACH REPRESENT THE EXTREMES OF KANSAS-PROSPEROUS URBAN VS DECLINING RURAL. THE OTHER ISSUE IS TO TRY TO ASCERTAIN WHAT IT WOULD TAKE FOR PEOPLE TO VOLUNTEER TO MOVE TO AN "UNDESIRABLE" AREA.

THE FIRST THING THAT WOULD HELP WOULD BE A "SIGNING BONUS," INCLUDING COST OF MOVING EXPENSES, 3-MONTH UTILITY PAYMENTS, AND OTHER INCENTIVES, TO INDUCE PEOPLE TO MOVE TO RURAL KANSAS. IF THIS IS NOT BEING DONE CURRENTLY, IT WOULD CERTAINLY BE A GOOD STEP FORWARD. ANOTHER INCENTIVE WOULD BE PROVIDING FREE INTERNET ACCESS AT HOME, SO THAT PEOPLE COULD STILL FEEL CONNECTED TO "THE WIDER WORLD." THIS COULD BE DONE IN THE FORM OF A REBATE ON MONTHLY INTERNET BILLS, OR PROVIDING A FREE HOOKUP TO THE STATE INTERNET PROVIDER, IF NO LOCAL PROVIDER IS AVAILABLE.

UNRELATED TO THE ABOVE, BUT STILL AN IMPORTANT CONSIDERATION, IS THE NEED FOR URBAN EMPLOYEES TO MAINTAIN THEIR STANDARD OF LIVING AS WELL. URBAN COUNTIES, SUCH AS THE ONES LISTED ABOVE, OFTEN REQUIRE LONGER COMMUTES, AND HIGHER PROPERTY VALUES. THIS TAKES MORE MONEY, IN THE FORM OF GAS/CAR MAINTENANCE, HOUSING COSTS, AND OTHER EXPENSES. I PROPOSE THAT ANYONE WHO COMMUTES TO THEIR OFFICE, SHOULD BE GIVEN A BONUS OF \$25.00/MONTH. THIS WOULD ONLY BE AVAILABLE TO RESIDENTS OF COUNTIES WITH A POPULATION OF OVER 100,000. WHILE IT IS TRUE THAN RURAL EMPLOYEES ALSO COMMUTE, THEY OFTEN HAVE LOWER EXPENSES IN OTHER AREAS WHICH WOULD COMPENSATE FOR THEIR COMMUTING COSTS.

PAY SHOULD ALSO REFLECT THE COST OF LIVING DISPARITY. I FEEL VERY CERTAIN THAT ANY OF OUR FINE PUBLIC UNIVERSITIES COULD EASILY DETERMINE THE COST OF LIVING

Email 50 - CONTINUED

AMONG KANSAS COUNTIES, AND THEREFORE PROPOSE PAY ADJUSTMENTS BASED ON THEIR FINDINGS. THERE COULD EVEN BE A 3-TIER CLASSIFICATION OF COST OF LIVING, SO THAT PEOPLE WHO LIVE IN THE LOWEST TIER RECEIVE THEIR NORMAL PAY, PEOPLE IN THE SECOND TIER RECEIVE A ONE PERCENT INCREASE, AND PEOPLE IN THE THIRD TIER RECEIVE A TWO PERCENT INCREASE. THIS WOULD HAVE TO BE RE-DETERMINED EVERY 5 YEARS, SO THAT IT REMAINS FAIR.

I HOPE THAT THESE SUGGESTIONS ARE HELPFUL, AND WILL BE CONSIDERED IN THE DEBATE WHICH WILL ENSUE.

Email 51

I reading your e-mail here are my thoughts on the questions you posed.

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think this is a good idea, it gives the State more flexibility in pay plans. However I have concerns about abuses to the system. For example several employment classes may advance while others, while performing the same type of work, might get paid less because the receipts for that department are less than the receipts of another department and the pay scale would increase for one department and not for the other.

What are your thoughts about using pay steps or not using pay steps?

- I think this also has merit. However it would depend on the criteria used to determine how the employee is moved up or down in pay scale and at what increments. Also I have concerns about abuses.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Education and job related licensure and certification are two factors used to hire employees and should be the last considerations used for pay increases. Work performance and longevity are two criteria that show how the employee is pursuing their work. Another consideration for advancement of pay is letters of commendation or other awards presented to the employee. The only problem with the last is that some employee's have a greater opportunity to receive awards and commendations.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of the individual agencies?

- I think that a base pay plan with cost of living increases for each job class is essential, with increases for work performance, awards and longevity. The cost to the state to train an employee is greater than other costs because if the constant turnover of employees in some departments. State work suffers because of the 6 months to rehire policy for some jobs. If we paid the employees enough and they are happy with their jobs, costs would go down.

One last thought, work of similar nature in different departments should be compensated the same. I do the same work as other departments inspectors, even though the job name is different, and I am paid 10,000 – 15,000 dollars less a year because my departments budget is less for receipts of inspection fees. I feel this is not very equitable.

Thank you for this opportunity to input on the process. Good Luck in your endeavors.

Email 52

Carol: I am overjoyed you have asked for opinions from state employees in regard to the current pay structure. As a state employee for five years and a vested KPERs member of ten years, I really appreciate you giving me the opportunity to voice my opinion.

Number of Pay Plans: I think it is an excellent idea for the State of Kansas to use more than one pay plan for classified state employees. I'm not sure what structure other states use, but I would like to see a pay plan for supervisory positions on a separate pay scale.

What bothers me the most about the current pay raise structure is everyone gets the same cost of living allowance, regardless of job performance. (With the exception of the few positions who received 5% recently - this did not affect anyone I work with). Due to the fact there have not been any step increases for the past several years, the only raise we have received is the cost of living allowance. I don't think all employees feel they need to excel at their jobs, or

push themselves harder because there is no pay reward - they will get the same pay increase as those who work hard and excel at their jobs, regardless of job performance.

Structure of Pay Grades: I previously worked for the 20th Judicial District and was awarded step increases, due to job performance. When I transferred to my current position, I was expecting a step increase upon my performance evaluation. I was informed the Judicial District was on a separate pay structure and still honored step increases, unlike my current position. Why has the step increase been null and void for the rest of the state employees for the past several years? I would like to see the step increase for those who have a satisfactory and above job performance go back into effect. This would motivate those slackers who know they will get the same COLA increase as everyone else, even though they aren't performing up to par. Those who do care about their jobs and excel, constantly striving for perfection, will be rewarded what they deserve.

I would like to see a more flexible pay grade structure. The open or stepless pay grade sounds like a great idea. It would allow employees to be paid what they deserve. For example, you may have two people in the same position description, one performing over and beyond expectations, and the other only performing average. This would allow the employee performing over and beyond expectations to be accounted for with the maximum rate of the pay grade, if I understand correctly.

Basis of Employee Pay: This is an excellent question. I think ALL of the criteria listed is extremely important in determining the pay of employees in my type of work. Work performance is a must! Education, training, and skills are equally important. One may have an education, but no experience - while another may not have an education, but has experience. This is an example of where it is difficult to determine which is more valuable. I do believe someone with an education should be considered. If not, why spend all that money on education if you could just go out and get experience, instead? If a license or certification is required, it's important upon hire. Longevity is extremely important, as well. The longer an employee stays at their job, the more money it saves the state. Why spend the extra time and money training someone for a position, if they will be leaving in a few months, or even a few years? Longevity is what makes us experts at our jobs. The longer you are employed, the more experience you get, as well as know how to handle unique situations. Bonus rewards for longevity is a great incentive for state employees. Above all, I do believe work performance is the most important criteria listed.

Pay Administration: Pay administration within diverse state agencies should be balanced on the profit each agency has. One may produce more gross profit than others, but pay should be divided amongst employees according to monies available within that particular agency. As in any case, there are probably exceptions to this.

I will add, I sent an e-mail to the Governor's office recently due to a 3.6% increase, approved by the state, on local utilities. I know I am not the only state employee affected by this. My concern is this: If we only receive a COLA of 2%, the price of gasoline is skyrocketing, and utility rates are rising over and beyond our COLA, we are actually losing money. I would rather receive the original proposed 6% COLA, instead of a bonus at the end of the year, which we have to pay taxes on, plus report on our income tax return as a bonus. COLA would not be an issue for me if the state would go back to step increases. I am also concerned about the performance evaluation and step increase. What motivates an employee to improve on job performance, when there are no rewards? Some choose to just skate by, performing the minimum. I have always strived to excel on positions I have held, but I see others everyday who don't. I would like to see something put into effect that will boost morale for state employees, as well as reward those who deserve it.

Again, thank you for allowing me to voice my opinions and concerns. Feedback from state employees should always be a consideration when making decisions that will directly affect each employee. I commend you for this! I am by no means complaining about anything. I just think there has got to be a fair and just way to reward those who deserve it. Thank you for your consideration.

Email 53

1. Number of Pay Plans: I think all avenues should be looked at. It's true, the State of Kansas is one of the most occupationally diverse groups, but does that mean State employees should be paid less than what they could make in the private sector?
2. Structure of Pay Grades: the open or step-less pay grade sounds great but I can't help but think of the private sector where business managers are rewarded for keeping labor costs down which means that pay increases are regulated by someone who is getting rewarded for NOT giving good performance reviews which are followed by below standard pay increases. For state employees with structured pay grades; a small yearly budgeted increase is better than nothing.

3. Basis of Employee Pay: All of the criteria should be considered. It all reflects a good employee! Continued excellence in work performance should be rewarded. Too many people think they can get by with performing at the “norm”. We need to stress “pride” in a job well done! Employees who take the responsibility to continue their education, which should then improve their knowledge and skill of their position, should always be compensated. Licensing/certification: again, taking the initiative to study and learn the knowledge to become licensed or certified should be rewarded. Longevity should also be rewarded. Longevity keeps new employee training costs down and I think aids in morale and pride of the agency. When any company/agency has continuous employee turnover you need to look closely at the reason so many employees are dissatisfied and unwilling to continue employment in that environment. Look closely at working conditions - - are they safe? Is there harassment of some kind?
4. How to balance statewide equity while recognizing the unique needs of individual agencies? That would seem to take some planning and still require some form of review process by a committee - - possibly at the state level when a local agency has a position in question.

In closing I would just like to reiterate that society seems to be losing their personal pride. We need to stress that taking pride in your self and the job you do is being noticed. It is frustrating for those who continually exceed expectations and who take the initiative to educate themselves to see the “slackers” get the same “reward” when they are doing nothing to improve themselves. Without reward where is the incentive to perform above expectation?

I would also like to THANK YOU all for the time and effort you have put into this matter.

Email 54

Thank you for the opportunity to provide input for the impending changes to the State's classified pay plan. The following will list my responses to the purposed four questions.

1. I believe with such a diverse work force should also have a diverse pay plan in order to recognize that diversity. Under the current system (at least within the KDWP) there is no career ladder in place, due to a lack of diversity in the current pay plan. The lumping of so many employees into the same grades does not allow for much advancement. Diversity within the same grade does not currently allow for structuring pay to compensate for more responsibility and duties. Creating a diverse pay system would recognize the differences, if the system was created and used appropriately.
2. It seems to me that we currently have a stepless system or might as well have. I have personally received 6 exceptional evaluations but only one step increase has been funded during that time period. If a stepless system would allow for pay increases, when appropriate, I would support that system. No matter which method is chosen it is important to recognize the efforts employees, especially those who go above and beyond. Continuing at status quo will make even the best employee frustrated, with effort and attitude faltering as a result.
3. I do not think that any of the individual criteria set forth is most important for determining pay. It should be a combination of all them that determines pay. The teaching profession recognizes that more education is an asset that should be rewarded and it should be within all agencies. The same holds true with licenses, certifications, and performance. Creating a system that rewards those who choose to better themselves and their skills should be rewarded when compared to those who do only what is required. Each of these criteria would likely needed to be a weighted percentage in calculating an individual's pay and or pay increase.
4. I believe that a diverse statewide plan that incorporates career ladders, recognizes the value of education, skills, certifications, work performance, and longevity can be created with some hard work and determination. Criteria would need to be developed for all agencies that uses a weighted system to develop comparable chain of command career ladders for all agencies to follow. The criteria would have to be very diverse to ensure equality within and among the agencies.

I believe that the state will continue to lose valuable employees if the current system is not changed! Employee's that continue to go above and beyond need to be rewarded/recognized for their efforts and achievements in order for the

state to retain them and for their continued efforts. A system that separates truly valuable employees from those who just "skate by" is sorely needed and long overdue. Thank you again for the opportunity to provide input, I hope as the system is changed we will again have the opportunity to provide input.

Email 55

Carol, Number of pay plans: If classified employees for the State are indeed so diverse then it stands to reason that more than one plan should be used to better fit everyone's needs.

Structure of Pay Grades: It seems to me that, in effect, we already operate under a step-less program. Step increases do not seem to be linked to any system of distribution based on merit, time in, etc. and seem to be few and far between in coming. I do not believe however that a stepless program is the correct option. Steps should remain AND be attainable.

Basis of employee pay: Work performance, education/training, certification, and longevity should ALL be used to determine employee pay. The State should consider itself lucky, really, that most of us love what we do so much that things like this are really secondary concerns. Otherwise people might not be as content as they are with the current operating system. There SHOULD be more of a career ladder for those so devoted to help ensure that dedicated, valuable employees stay here instead of leaving for greener pastures. Taking all four variables into account when concerned with employee pay would help to alleviate this problem.

Pay Administration: No comment.

Email 56

It would be nice to see state employees with longevity be compensated for their years of service to the state, as long as they have satisfactory evaluations. For example, I have been with the state for 26 years. I often have excess vacation leave at the end of the fiscal year even after rolling hours into sick leave. It would be a nice option for me to "cash in" the excess leave sort of as a bonus then I could use that extra money to help my kids in college, pay off bills, take a little vacation, put money in savings for emergencies, etc. A lot of private corporations give their employees the option to cash in their vacation leave in lieu of taking the time off. I think employees who have been with the state 15+ years should have this option.

Offering employees incentive pay or the grade of their pay based on work performance and/or longevity is not a bad idea. State employees that work hard and have been dedicated employees for several years should be compensated. I think incentives dealing with longevity and work performance could improve the employment rate and prevent vacancies from occurring. So many employees do leave state employment for a job that pays more money. I would like to see some type of incentives for all state employees to cut down on the amount of people leaving state employment for the private sector.

State employees offered their choice of how often they are paid might be a perk that may not cause great expense to the state. Any little perks or options you give the employee, no matter how minute is all it takes to boost employee morale. I appreciate the fact that you are asking employees their opinions on these issues. I am most certain you may not like some of the comments you receive but you will get some very creative and good ideas from employees who are committed to the State of Kansas.

Email 57

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees? Politically I think you have to utilize one pay plan. Not sure that you could get the legislature to accept anything else. I think that it is more unrealistic to try and "lump" a large group of employees from different agencies into one job class when their position descriptions and actual job duties are vastly different. I realize that this is inconsistent with the current trend, but I'm not sure that making fewer job classes will actually create any greater parity in rate of pay.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps? With adequate justification the "appointing authority" should be able to approve any pay within the range. As individuals are promoted or hired there is some flexibility to negotiate salary within the range but it is not consistent between or within agencies.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance 1
- Education, training, and/or skill acquisition 3
- Job related licensure and certification 2
- Longevity

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies? To attract and retain the best employees we obviously have to be competitive in salary. Many individuals place a greater priority on job satisfaction than actual compensation. As individuals move from the "field" to administrative positions these moves often require relocation to metropolitan or urban locations that may have much higher costs of living than similar titled positions at other locations within the state. Flexibility within the system to compensate for these differences is necessary. Often times as positions are filled the new employee may start working at the same or even higher step than one or more of his peers who are performing the same job and have been for many years, but may be stuck on a certain step due to legislative mandates. Some agencies have utilized "bonus" pay in the past while other agencies that are more fee based have been unwilling to compensate deserving individuals in this manner.

Good Luck!

Email 58

First of all, let me say thank you for soliciting comments from state classified employees on pay plans. Getting employees' input is definitely a step in the right direction!

With respect to the issues involved, I submit the following comments:

1. Number of Pay Plans: I think one pay plan should be used for all classified employees. Treat similarly situated employees (classified) equally.
2. Structure of Pay Grades: Two thoughts: (1) Definitely use pay steps. I worked at a hospital in another state that had pay grades, but an employee could be paid at any rate between the minimum and 'hire-in' maximum. Sometimes it was a nightmare coming up with fair and consistent starting pay rates. We had to consider such things as how much relevant experience the candidate had, how much of the experience was full-time and how much was part-time, volunteer experience didn't count, references sometimes didn't agree with the extent or level of the experience reported on the resume. The only "cut & dried" pay rates were determined with employees who were unionized due to the terms of the union contract. **(2) IMPLEMENT THE PAY STEP INCREMENT EACH AND EVERY YEAR!!! Stop this across-the-board % increase. That is exactly what throws the classified pay system into a chaotic, meaningless mess!** By the time I finally received a step increase at my job at K-State, I was signing up new employees who were in the same pay grade I was in and (because step increases had been stopped for so long), they were making on DAY ONE of their job the exact same pay rate I was making on DAY ONE-THOUSAND + of my job. Which, of course, told me that my years of experience and excellent performance review ratings had no meaning whatsoever. SHAMEFUL AND DEMORALIZING!
3. Basis of Employee Pay: Work performance should be considered when giving raises to classified employees. If there is no merit increase, there is no incentive, other than the work ethic of the employee, to perform their job well. My suggestion would be to give increases as follows:
 - * Consistently Exceeds Expectations: 2.5% step increase + 2% merit increase.
 - * Exceeds Expectations: 2.5% step increase + 1.5% merit increase.

* Meets Expectations: 2.5% step increase + 1.0% merit increase.

* Below Expectations: no increase.

4. Pay Administration: I feel that agencies should be able to (without a time consuming bureaucratic roadblock) offer a classified employee with several years of relevant experience a starting pay rate that is higher than the entry level step. I came to my Human Resources Specialist position with 12 years of HR experience, had very minimal training and knew what to do (along with reading KSU Policies & Procedures) in a very short time period. I feel I should have been able to start at higher than the entry step. In order to avoid possible special treatment just because a supervisor knows the person they want to hire and wants to pay them more, each department could form a 3-person committee to analyze and make a recommendation on this type of action.

Those are all of the comments and suggestions I can think of at this point. Again, thank you for asking classified employees for their input. It is a morale booster.

Email 59

I would like to see people with at least 30 years of service before they retire receive help with health insurance. It would be nice if somehow it could be worked out that we could continue to use the insurance provided by the state where the state continues to pay for part of it and we continue to pay for our part. Many people would even be willing to have so much out of their pay check while they are working to be taken out to cover the retirement years

Email 60

Thank you for giving us the opportunity to express our views on the current State of Kansas compensation plan. Having been employed with the Dept of Commerce for close to 15 years, I feel it is time for a change in the methodology in determining what is fair compensation for its employees, as well as for all the other agencies throughout the state.

- 1) **When I was hired, I had to begin on Step 1 and work my way up. During Graves' administration, the first 3 steps on the grading scale were obliterated and new hires began on Step 4. In other words, it took me 2 years to reach what they started out receiving as compensation. If the first 3 steps were removed, then it seems logical that those be reinstated at the end of the pay scale. (from 17 to 19 since #16 has been activated).**
- 2) **After the removal of the aforementioned 3 steps, step movement was frozen for 6 years and all we received were paltry COLAs, which were far below the rising rate of inflation. On top of that, each year we here at the Curtis Building are forced to pay increasing parking fees, leaving us with even less net income. I have serious reservations when it comes to employees having to pay to come to work! If the parking garage needs to be paid off, let's open it up to the general public when there are festivities being held in the downtown area on weekends and evenings/holidays and charge a fee, such as \$3 - \$5 for the day and provide security guards.**
- 3) **I am in the administrative support group of classified employees, which is pretty much at the bottom of the ladder. I can honestly say that 50% of the time I have more work to do than my co-workers who are in the middle-management range of pay. That's probably because they give me all THEIR work to do, on top of my own! I believe this is overlooked by supervisors who are in their enclosed offices and have no idea what goes on beyond their walls. On occasion, these higher paid employees also abuse their allotted lunch times, taking exceptionally long lunches and arriving late in the morning, leaving early in the afternoon. I take my job seriously, arriving on time and leaving on time (or later), taking less than one hour for lunch with one break in the morning. My record will show I haven't taken sick leave in years for illness, only for dental or doctor visits, which are few and far between. Even as I speak, I have 10 days of overage vacation**

that will be turned over to sick leave since I was not able to take it at this time. This brings up another issue – discussed later. So, I do put in my heart and soul to my job and enjoy it very much. However, I feel we support staff need to be compensated at a higher rate of pay, perhaps judged in part by our annual evaluations, and by our own testimony of work that has been accomplished each year . After all, our retirement benefits are based upon our last 3 years’ pay, and if we do not see a substantial increase, then we can kiss any chance of retirement “goodbye.”

- 4) I do not like the current evaluation system, especially the Priority Outcomes section. It does not seem to encompass the whole broad spectrum of the various work that I do. My supervisor has about four paragraphs listed and everything is basically lumped into a few categories, which in no way reflects the nature of everything that is involved in my position. I personally maintain a document listing all my responsibilities. I believe everyone should keep such records and update them on a regular basis, and THESE should be the basis for proper compensation. That way, each person would be paid at what they’re worth; in other words, what are they doing in the course of a day? How varied is their routine and are they taking on more than their job description calls for? Do they request more work when times are slow? Are they on time, responsible, and honest? Do they represent the State of Kansas in an appropriate and positive way (language, dress, grooming)?
- 5) If a discretionary day may be taken any time from the 1st of January through the end of December, then why can’t we please revise the use of overage vacation? Every year this matter comes up. If I do not go anywhere over the holidays, I end up with a large amount of hours (this year, 15 days) that need to be taken by the first or second weekend in June. As is the case this year, I am not able to go anywhere (and sure don’t want to sit in the house all day) and my children cannot take their vacations to fit my “use or lose” situation, so they arrive in July or later. What happens? I have to take the much-need and much-revered carryover leave which I want to save for the holidays in the event I am fortunate to go elsewhere, and ultimately, to take out in compensation when the time comes to retire. Not everyone can use this time by early to mid-June, especially those with families seeking a summer vacation together. Would definitely like for this policy to change!!!!
- 6) Why is it that the legislators are notorious for voting themselves a pay raise? They only spend approximately ¼ of their year here in session, yet if we figured their income at a full year, wouldn’t they be making in the neighborhood of \$80-100K? Wow, I wish I were paid so well for doing so little!!

I believe these are the high points of what I had hoped to cover. Again, I am grateful that we all have the opportunity to express our views. With the cost of EVERYTHING going up and over the roof, it is time to get serious with the pay scale as offered by the State of Kansas. There is much room for improvement and I sincerely hope that all efforts will be made to help the “little people” who are struggling to make ends meet. We are told to save for the future, but that’s not possible anymore.

Email 61

I have been very disappointed over the last few years over compensation that the state gives its employees. The economy is strong and has been expanding for years. If state employees can't count on a decent cost of living raise now, they never will be. The way the legislature treats state employees through pay is not one to be proud of.

The people who work for the state are for the most part hard-working, honest individuals. They deserve more than a 2-4 percent raise every couple of years. 2% is not enough to keep up with inflation. The state finds ways to make other programs happen, and an increase is such a small part of the budget. It is such a shame that employee pay is an issue that is dragged out through the legislative process and then more often than not, employees are supposed to be happy with some sort of compromise.

The state also needs to implement a matching program for deferred compensation.

Nobody is going to get rich in the service of state government, we're just trying to pay bills and get by. For several years, we lose ground, monetarily, working for the state. Somebody needs to step up and do the right thing when it comes to increasing pay for state employees. We've grown up here in Kansas, went to Kansas schools, but now, not a lot of us would tell our children to get into public service. Kansas needs to have a bigger heart when it comes to compensation. That's one way Kansas can truly be as big as it thinks it is.

Thank you for your time.

Email 62

On Basis of Employee Pay: I feel that raises should be given (steps increased) based on your work performance and not solely on longevity. Also, for those working shifts, consideration should be given to those that adjust their schedules to meet needs of work (minimum staff on), staying over and doing overtime compared to the staff that never re- adjust their schedules and refuse to work overtime. Their needs to be a difference from the average employee to the dependable/flexible employee that helps out when the organization is in need to stay functioning. I work in nursing (have for several years) and their is something wrong with a system that pays their NEW nurses (even new graduates) the same as the ones that have worked for the state system for years and are dependable employees.

Email 63

Thank you for soliciting our comments and concerns regarding a pay plan change.

1. I think our current pay plan system is archaic and needs to be changed. Perhaps more than one pay plan system is needed.
2. Pay steps are a thing of the past. Years ago Legislators used step increases with almost no cost of living increase, so in effect they were using the step increase as cost of living increase. Then the tide switched to no step increase and a very small cost of living raise that did not even come close to match the actual increase in the cost of living. State employees have lost in pay over the last few years. I like the idea of a pay band. This will give agencies more leeway in rewarding exceptional employees.
3. All of the criteria listed should be considered in basing employee pay. Just focusing on one is dangerous. For example, we want to encourage employees to stay. But if you base pay strictly on longevity, then the low performers will be rewarded. So its important to also consider performance, skills, etc. Currently state employees are not encouraged to better themselves. When I passed the CPA exam I received no benefits. One would think the State should encourage employees to gain education and certification.
4. Designate each job classification to a certain pay range (min and max) then allow each office to determine the pay for each position/person.

In my area our starting pay is \$35,000 but the market for college graduates with an accounting degree is paying \$45,000 starting salary. So we are competing against accounting firms and private employers who pay \$10,000 more in starting salary. The problem we encountered is when they do a salary comparison, we are compared to other states and our pay looks to be in line. But we are not competing against other states. We are 28% below market rate. At this point, almost anything will be a better pay system than we currently have in place.

Email 64

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I believe that the pay system would be a bit more confusing than it already is at this time. If we had more than one pay plan I would like detailed instructions on how to read the new plan.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- My opinion is to use pay grades without pay steps as long as the following is true: 1. Employees who are assigned to a pay grade with out steps can be paid any rate between the minimum and maximum rate of the pay grade, in accordance with established guidelines and market considerations. This would allow employees to be paid based more closely to merit increases for work well performed. Although the drawback would be determining who is responsible for making that subjective decision. With the determination being subject to someone's opinion the results could vary a great deal.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- I recommend work performance.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I do not have any ideas on how to achieve this equity while recognizing the unique needs of individual agencies. Although I think this is an extremely important aspect.

Other comments:

- I only have one other comment. The Hays Group survey revealed that many jobs are well under paid. The only decision I have heard that is going to change is that employees that are under paid by 25% or more will be adjusted to be comparable to other state agencies/private companies positions with the same responsibilities. My only other comment is that it does not seem quite fair if the only employees that get an increase in pay are those employees that are 25% under paid. Why can't all levels of jobs that are under paid get a % increase? I understand that the funds are not in place to get everyone up to par, but it would seem more fair if everyone got a little something rather than just a few getting more.

Email 65

Current Job Position: Technology Support Consultant III

Please note: The job title nor classifications in the Information Technology field at the State in NO WAY represents true Information Technology jobs outside the state system.

My job is really a Systems Administrator and I manage 450 computers and 6 + servers. The job description for Technology Support III does not even begin to cover the realm of what I do each day nor do I make the kind of money that I would outside of the State systems. However, working within the state system is an awesome opportunity and I appreciate the overall structure and the how employees are able to work 20- 30 years in the same agency.

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- Because we are so diversified is the exact argument as to why our pay plans should be diversified as well. Yes, there should be more than one pay plan.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- The current pay plan may have worked 20 years ago but times have changed. Due to Information technology gains over the past 10 years even a office manager/secretary must have more skills today than when the pay plan was first developed. I like the idea of pay grades without steps. The State must be able to hire diversified staff especially in the field of Information Technology and other positions that handle confidential information. The same goes for people that work in the lower pay grades. It is very saddening to see that a electrician or a janitor in the Physical Plant do not make enough to put a roof and food over their heads and yet are not eligible for State paid healthcare like Healthwave. The old saying goes " You get what you pay for..."

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

- First I would say skill acquisition, training, work experience, education... This is far the best way to encourage someone to excel at their jobs. I see so many incompetent State workers that make top of the pay grade and they are STAGNANT.

Second would be Work Performance... if you can perform you get REWARDED with more money. If you can't you do not get REWARDED.

In some cases, job related licensure and certification comes first. Example: teaching certifications. However, in Information Technology.. it is all about gained skills and training. I recently was involved in a situation where

someone that had longevity but no acquired skill sets was able to “reapply” for my position. I was made to REAPPLY for the work I had been doing because we were moving into another dept. It was a huge waste of time and effort of over 10 people over a period of 3 months because of how the current system is designed. He should have not had the opportunity to apply just because he had longevity. In Information Technology, hiring a Computer Science Major does not guarantee that the person is able, trained or qualified to manage a Microsoft systems based platform. They just do not teach systems administration in Computer Science. They teach programming. However, a Microsoft Systems Engineer certification could guarantee a qualified employee should he have some experience. On the other hand, an systems administrator with 3 or more years of experience would be more qualified than a certified MS administrator with NO experience. The point being here is that the State MUST allow for variables relating to pay and experience.

The longevity pay will come automatically when a employee is satisfied with their work environment and their superiors are satisfied with their work.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Currently there is no equity. Will there ever be? Is it ever a possibility? The unclassified employees at WSU in the same position of classified make much more money. How did this happen? State of Kansas should let the supervisors choose the title and position that best fits the person’s job duties. Mine was chosen in Topeka. How would that person ever know what I do???? This was done in the spirit of equity... Balance equity by hiring the best and paying well. You will always be guaranteed that those that work hard, train and strive for the best get paid the best. Hard work and great performance can be the great equalizer.

Email 66

I am a supervisor at Wichita State University. I have been employed by W.S.U. for 21 years and have been a supervisor for 13 of those years.

1. Number of Pay Plans- I am not familiar with the options the state would offer. I would like to see the options so that I can make an informed decision.
2. Structure of Pay Grades- You can structure any kind of pay step increase you want, but it is meaningless if you can't fund it.
3. Basis of Employee Pay-The criteria you have listed are all important. A supervisor should use all the information they have about an employee to make a fair judgment of that employees overall performance.
4. Pay Administration- Equity of pay should be determined by the individual agency.
5. Now I have a question for you. Why does this Commission feel it's fair to pay its' employees 20% less than the current private sector wages? You should reconsider this. Everyone I have spoken to feels this is yet another slap in the face.No wonder all I do is train people and then have them quit for a higher paying job. It is time that the loyal employee be rewarded for the dedication and hard work. By bring all of the trades up to the private sector levels, funding yearly step increases, cost of living raises, and longevity bonuses, you send a message to the state employee that they are an asset to the State and you help stabilize the work force. When you think about it that's a small price to pay. Isn't that the way you would want to be treated? Thank You for the opportunity to write you.

Email 67

In response to your letter of request here are my opinions on a couple of the issues (of which I have some understanding and working knowledge) Question # 2. I think the open or step less pay grades are not only easier to understand and work with and can give a wider range of hiring ability. Question # 3. I believe the longevity leaves a lot to be desired due to many considerations and that the three other listed possibilities (work performance, education, training and/or skill acquisition, job related licensure and certification) are as good a measure as longevity. It also encourages and has the potential to retain employees when it is a more immediate sign of appreciation/goodwill. Longevity, as in tenure, does not necessarily correlate with a good employee or even a valued employee. Question # 4. there should be some way of keep pay more in line with cost of living (i.e. gas prices, Fed. government vehicle usage pay for instance). Thanks for the opportunity to share my thoughts--but I never received the email letter until it was brought to our attention by a co-worker who happened to stumble upon it.

Email 68

1. Work performance This is one of the best ways to determine EFFORT and will improve moral for any company.
2. Longevity pay In order to retain the people already working for the state. Without this we become a revolving door so to speak.

3. Education and Current Certification This will help to bring in Better Qualified people.
4. Work Experience This will help to include anyone that has prior work experience in a field and will allow compensation for this work experience.

I believe that these things should always be considered in order to pay everyone for what they are truly worth. This in turn will create greater job satisfaction and give people more of a desire to stay with the state. The way the pay scale is setup now I feel the state is just used as a stepping stone to gain experience and knowledge before they move on to bigger paying jobs.

Email 69

As a RN who was recently demoted, not my choice/request, from Unit Leader position to Registered Nurse Senior the \$3.00 decrease in pay is unfair. I was under the impression that as I was demoted "for the good of the state," then there should have been a decrease of no more than 2.5%.

If development of additional pay plans would be cost effective or make things easier, then the possibility of additional pay plans should be considered.

With regard to the structure of pay grades, eliminating the step system would certainly be of benefit to long term employees. I am currently on the last step of range 25. Employees should be evaluated on work performance, education/skill and longevity. For RN's the salary range for local hospital should also be considered, in order, for LSH to remain competitive.

Pay administration should be the same for all state agencies. RN's in Western KS should be paid the same as RN's in Eastern KS. Unit Leader's should not be exempt or told they must work an additional 8 hours weekly without any compensation.

Thank you

Email 70

1. Number of Pay Plans: I don't have a problem with this as long as it's an avenue to obtain pay increases for people who have been falling behind for years. The way it is now, it is a hindrance to some people to get reclassified because other people in their current classification don't really have the same job description but administrators don't want to reclassify just a few people out of the group of employees even though they may have different job descriptions and responsibilities.

The bottom line is state employees have fallen behind most other states and the private sector because of the lack of step increases and small COLA's that have been given over the last 10 years. And at the same time health insurance has had multiple double digit increases, gas prices have doubled, which increases the cost of everything we buy.

2. Structure of Pay Grades: I can't see that it really matters, you still have to have administrators that are progressive and willing to be fair with employees as far as giving them fair pay for the job they do. State of Kansas employees need to get caught up with other states. The problem is, DPS doesn't seem to ever get anything done, and our administration doesn't want to tackle position reclassifications.

3. Basis of Employee Pay: I'm not sure it matters what you base it on if the Governor and/or legislators aren't behind it. Our steps have been frozen for many years, and recently have been done away with totally. Work performance would be the logical choice, but merit systems haven't worked well in the past due to office politics, good old boy mentality, etc. The longevity system worked for years until steps were frozen and discarded totally recently.

4. Pay administration: My opinion is that some agencies need to have classifications that are specific to the job people do. Many people that have the same titles now do much different work and have varying levels of expertise. Different agencies do have unique qualifications, so they shouldn't be all lumped together. Each agencies administrators would have to be behind this effort and be diligent to see that employees are treated fairly, which is definitely not occurring with the system as it is now.

In closing, I'll repeat that Kansas State employees have fallen far behind in compensation. Even in good fiscal years for the state we're lucky to get a 2.5% -3% raise. For around 10 years we got 1% to 1.5% raises which don't keep up with inflation. We don't have administrators that are willing to go through reclassifications, so we're kind of out of luck.

Email 71

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I haven't heard anything about using more than one pay plan. Wouldn't it be easier for everyone to use the same pay plan for everyone?

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I think having flexibility to adjust an employee's pay according to their work performance & length of service would be a great idea. I don't agree with how the state has bumped up the starting pay to accommodate minimum wage, but not compensating the employees who have been working for years with no step increases, so that new employees are making nearly the same amount of money.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

- I believe that Work Performance should be most important, but I also believe that people that have performed in the same position should be rewarded...as long as their Work Performance is what it should be. People that have been with the position for a long time might not have the Education or license to back them up, but they can perform the job better than someone right out of college that has the education, but no work skills.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Sorry, I don't have any thoughts on how this could be done better.

Email 72

1. Number of pay plans - If this would allow all state employees to be paid comparable to the private sector, it would be positive and agencies would be able to fill positions with qualified individuals.
2. Structure of Pay Grades – I don't think there should be a limit on pay grades. If you are one of those longevity individuals that has good work performance, then you should not be penalized for being a long-term employee. Those individuals that are longevity employees and are at the end of the pay scale do not receive any additional compensation unless there is a cost of living approved by the Legislature. When there is no cost of living and health insurance costs increase, the average long-term employee ends up taking a wage cut.
3. Basis of Employee Pay - I believe that employees that do not have a college degree but have obtained the knowledge through their work experience should have the same opportunities for higher level jobs so long as their work performance history is commendable. It used to be that work experience was more important than education and now it is the opposite which leaves dedicated employees with less opportunity than previously.
4. Pay administration – Statewide equity still needs to be balanced among agencies so that there is not an influx of individuals wanting to work for one specific agency. If an agency has the money to increase their employees' salaries and they are productive working employees, that agency should be able to reward those individuals in order to keep turnover to a minimum.

Email 73

First, compensation within the state is notoriously lower than what one would find in the private industry,

especially with positions involving skilled laborers (i.e. technology fields). Within our agency we've seen non-professional positions disappear to private industry at a very uneven pace throughout the first six months of this year, and replacing those positions takes an even longer period of time because it is hard to find someone as skilled as the individual leaving with the compensation offered. And once that position has been filled, a person working for the state will find that there is no motivation beyond the simple task of completing what has been assigned to them, because there simply is no reward for those who are ambitious enough to go above and beyond, or to improve and innovate.

In the private industry both longevity and innovation are prized and most often rewarded because loyalty and performance are difficult to find even in the largest corporations. Sticking to one pay plan, with step increases that barely make a noticeable difference each year depending on whether or not the individual in question has performed "satisfactory" work is a slap in the face to those of us who try every day to improve the functions of the agency we work for. Perhaps an open pay grade would help, as long as it was left up to the agency or even department heads within the agency to award more compensation to those employees who are truly making that agency a better place and truly working to advance the service state government provides. An agency shouldn't have to wait until an employee has one foot out the door before they begin throwing a bunch of money to an indispensable employee. That employee should feel rewarded enough to remain there despite other offers they may receive because of state benefits and job security.

What it comes down to is quality of life. That's what any employee anywhere is looking for. Vacation days, health insurance, and retirement plans are something offered by so many places of employment, sometimes far better than government service can provide. Benefits do not equate to quality of life as much as salary. And in the state, where salary increases are measured in a few dollars more a paycheck there is not much of a pull to remain here when someone else comes knocking to offer you a better life, more chances for career advancement, and an incentive to further your development as a professional.

So to answer your question: Come up with more diverse pay plans that allow agencies to govern an open pay grade and allow them to compensate their motivated workers, and provide motivation to those who may have lost it, without being stuck in a system of tiny steps that all "satisfactory" performances receive so that we can keep the talent drain from taking away those people who really do make a difference in state civil service.

Email 74

Number of Pay Plans: I am not sure whether this would be any better than it is --- If you have one plan for Administrative Assistants, they could still all be paid the same pay whether their work is satisfactory or outstanding.

Structure of Pay Grades: I think that the pay grades without steps would be good, so that you could be compensated for your work ability and it would be up to the Supervisor and your evaluation as to what kind of raise you would get.

Basis of Employee Pay: I would place the listed criteria as: 1) work performance, 2) longevity, 3) education, training, and /or skill acquisition, 4) job related licensure and certification.

Thank you for letting me comment on the above items.

Email 75

I think that the grid that we operated under for such a long time was good. The trouble is that we have not had the benefit of regular step increases for many years. It is my understanding however that some classified employees have received pay increases during fiscal crisis's over the last few years. For instance, I believed that the Highway Patrol and Wildlife and Park's got raises. This creates discontent. It also creates discontent when you have a salary study (i.e Hay Group) and ask for no input prior to it.

I think if you eliminate steps maybe you should have a career ladder in its place like the federal government (i.e.7-09-11) and have COLA's.

I didn't quite understand the Hay Group study but if to get more compensation you have to be 25% below the market then I think market considerations are wrong. If a person in he private sector is at \$15.00 per hour for a particular job then the state ought to pay \$15.00 per hour. I undersatnd that are defined pension plan is a plus. However, I do not know that I am going to be that much better off than someone in the private sector.

As for which of the following is more important: Work Perfomance , Education Training etc, Licensure, Longevity

They are all equally important to complete the mission. Longevity is a keypoint because of the cost of turnover and training new employee's.

Hopefully, all state agencies get an equitable distribution of money for salaries.

I think the key is to treat all employee's as professional's and fairly compensate them in the free market. If IBM pays so much for a skill so should the state. I believe that Longevity should be rewarded with step increases. I believe what's fair for one agency should be fair for all.

Email 76

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance
- Education, training, and/or skill acquisition
- Job related licensure and certification
- Longevity

My suggestion is to use the criteria in the order it is listed in the letter, with work performance and education as the most important criteria and longevity the least important. Thanks for allowing our input!

Email 77

Questions 1 and 2, I think either way is workable.

Question 3, I have always thought it should be a combination of factors, not just one. So I would recommend a combination of: Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and Longevity.

Question 4, I think it would be ok for agencies to have authority and responsibility for pay administration within state set guidelines.

Thanks for the opportunity to comment.

Email 78

- What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

IF THE STATE EXPECTS TO BE ABLE TO COMPENSATE THE EMPLOYEES THAT HAVE BEEN WITH THE STATE FOR A NUMBER OF YEARS, THE STATE NEEDS TO IMPLEMENT A SYSTEM WHEREIN THOSE EMPLOYEES DON'T SEE NEW STAFF HIRED AT A RATE SLIGHTLY LESS THAN WHAT THEY ARE MAKING. INCREASES AT CERTAIN INTERVALS BASED UPON EVALUATIONS, YEARS OF SERVICE, AREA OF WORK, EDUCATION, ETC. SHOULD ALL BE A CONSIDERATION.

- What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

ABSOLUTELY! THIS WOULD ALLOW FOR THE ABILITY OF EACH FACILITY TO BE ABLE TO OFFER STAFF LOOKING TO MOVE ON A REASON TO STAY. THE FACILITY, AND THE STATE AS A WHOLE, WOULD BE MORE COMPETITIVE OVERALL. FURTHER, AT OUR FACILITY, WE HAVE LOST A NUMBER OF EMPLOYEES DUE TO THE COST OF GAS AND THE DISTANCE MANY OF US TRAVEL. FREEDOM OF SUCH PAY RESTRICTIONS WOULD HELP IN KEEPING GOOD STAFF THAT WOULD OTHERWISE FIND WORK CLOSER TO HOME.

- Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?
 - Work performance – 1
 - Education, training, and/or skill acquisition – 2

(I AM CURRENTLY ABOUT SIX MONTHS FROM MY BS; HOWEVER, WITH NO PAY RAISE OR ABILITY TO MOVE UPWARD IN MY DEPARTMENT, UNLESS THERE IS SOME INCENTIVE FOR STAYING, I WILL HAVE TO RELOCATE JUST TO MAKE ENOUGH TO PAY MY STUDENT LOANS!)

- Job related licensure and certification – 4

(THIS SHOULD BE A GIVEN AND STAFF SHOULD NOT BE REWARDED FOR SOMETHING THEY NEED TO DO THEIR JOB – UNLESS IT IS ABOVE AND BEYOND.)

- Longevity - 3
- What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

THERE HAS TO BE SOME FLEXIBILITY BETWEEN AGENCIES TO BE ABLE TO “SPREAD THE MONEY AROUND” SO TO SPEAK, IN A MANNER THAT WOULD ALLOW FOR EMPLOYEE COMPENSATION IN A MANNER THAT WOULD BE FAIRER THAN WHAT IS CURRENTLY UTILIZED. I WORK IN A LARGE STATE COMPLEX THAT HAS NO EQUITY WHATSOEVER. CERTAIN AGENCIES ARE ROUTINELY “COURTING” GOOD STAFF MEMBERS AWAY FROM EACH OTHER BECAUSE ONE AGENCY MAY HAVE MORE MONEY AND/OR THE ABILITY TO ADMINISTER COMPENSATION DIFFERENTLY WITHIN THEIR FACILITY. I FEEL VERY STRONGLY ABOUT PARITY AND EQUITY IN ORDER TO PROMOTE MORAL AND LONGEVITY. IT IS RARE IN THIS DAY AND AGE TO SEE PEOPLE STAY IN A JOB FOR AS LONG AS THE STATE WORKERS HAVE REMAINED IN THEIR JOBS AT THE AGENCIES WHERE I AM EMPLOYED. WE WANT TO CONTINUE THAT TRADITION, SAVE MONEY RETRAINING, AND REASSURE THE COMMUNITY WE ARE EMPLOYEE FRIENDLY AND WILL BE AROUND FOR A NUMBER OF YEARS TO COME.

Email 79

Gentlemen: I wish to register the following comments for your consideration and/or assimilation. I'm probably not going to touch on those four topics about which you were specifically seeking input, because I think that you will find that those topics (while admittedly important) don't constitute the issues with which most classified employees at my grade level and who work for a fairly high-profile state agency are concerned.

As a preliminary item, let me just state that I have been employed by the State for almost **25** years in pretty much the same capacity. Overall, I'm pretty satisfied with how my employer has treated me over the years and have no "**axes to grind**" nor "**old scores to settle**".

With respect to **Topic 1**, Number of Pay/Benefit Plans= I don't see that having more than one compensation plan would really address a lot of the complaints that state employees typically have. Perhaps I'm overlooking something here, but I really believe that going in that direction will only engender jealousy and/or resentment, in future, between employees who happen to be under differing pay plans.

With respect to **Topic 2**, Structure of Pay Grades= May or may not have a significant bearing upon future contentment of state employees, depending upon whether the Compensation Oversight Committee takes to heart some of my later comments/recommendations yet to be made in this E-mail response. [Look further down in this message]

If the Committee declines to act upon any of my upcoming comments/recommendations, then I believe that going to a system which omits distinctly salaried steps within each grade level is a good way to go.

With respect to **Topic 3**, Basis of Employee Pay= There are, in my estimation, about three equally important criteria to be taken into account when determining the rate of compensation that would be considered as fair and equitable for any type of state-related job/position.

You already have one of them- obviously, there's the **quality of someone's work**. The other two would be whether or not the individual **has supervisory responsibilities attaching to their position** and whether or not the individual has **to perform work duties "after hours" or during other times of the day or night not traditionally associated with normal work hours**.

Those individuals holding positions that incorporate the last two of these suggested evaluation criteria should be paid better (and probably **much** better) than the person who has only to worry about the quality of their own work. This seems obvious, I **know**. But it's still surprising how much of the time no significant allowance is made (in terms of compensation) for the presence of these two inconveniences/demands as part of certain jobs.

One of my personal recommendations would be to institute the awarding of performance bonuses when justified by sudden and unexpected surges in an individual's work load with which they have successfully dealt and without experiencing any associated lessening in the overall quality of their work. Such bonuses would have to be variable in size, according to the discretion of the particular agency for whom the employee worked.

Another recommendation would be to make it more-or-less mandatory that all state agencies have to have at least two people in any position and performing any given task; so that, if one of the employees becomes incapacitated or takes vacation, the work continues to get done and there isn't as large of a backlog of work when that absent person returns. Not following this policy in the past has caused a dangerous erosion of employee morale due to depression brought on

by the realization of what awaits the vacationing employee when he/she gets back to the office. Facing that backlog of work by yourself can be thoroughly demoralizing.

Lastly, I strongly recommend that the State do a better job of encouraging employees to pursue additional formal education and/or of attending seminars/workshops involving issues and topics that are relevant to the nature of the employee's work or which could conceivably result in the later promotion of that employee.

In the past several years, I have sensed a growing attitude up in Topeka of not being nearly as supportive of employees taking advantage of opportunities to expand their knowledge base (so as to help those employees perform better or become eligible for promotion) as the State previously had been. I'm not sure what has led to this change in attitude. It could have something to do with cutbacks in the allotted travel budgets of various state agencies.

Be that as it may, the State definitely needs to look at providing more encouragement in the form of economic aid (if necessary and in lieu of greater take-home pay) in order to permit a financially strapped employee to return to school and take classes if those classes are determined to be helpful. Also, the State needs to be willing to work with the returning student in terms of time off necessary in order to attend classes.

With respect to **Topic 4, Pay Administration**= I have no strong feelings concerning this issue. Please keep in mind the fact that oftentimes, when the State tries to hire a new and highly qualified candidate for a job opening, the prohibitive circumstance which often prevents that candidate from taking the job is the discrepancy between what that person will get from the sale of his/her residence in whatever town or community in which they are currently residing and what a house of roughly similar size and floor plan will cost them in the city or town to which they will be required to move after taking the job. Compensation between agencies may somehow need to be adjusted in order to take into account this fact of life.

Thank you for giving me this opportunity to pass along these comments/recommendations. I sincerely hope that the Committee will see fit to act on them.

Email 80

Ms. Foreman,

You and your committee have the unenviable task of making sense out of the State of Kansas Pay Plan. I wish you luck and appreciate your perseverance in this matter. I have been employed by the State of Kansas for nearly 30 years. During that period, for at least two separate time periods, wages were frozen by a 'merit' pay plan and most recently the freeze on step increases. Granted, we were occasionally given a 'cost-of-living' adjustment of a small percent of our pay - but rarely for a full year. Generally, we would receive half of the COLA for the first six months of the FY and then - benevolently, the full amount for the remaining 6 months of the year. This usually served mostly to aggravate the masses. The result has been an 8-10 year reduction in my ability to keep up with normal cost-of-living and modest increases in wages over my 30 year period of work for the state. This inactivity has also impacted my retirement. I've currently been on the same range and step since coming to my current position - a supervisory position - 3 years ago. And, employees in my section (with the same job title) are on the same step and range - whether they are recent hires or have been in the position for 5 years or more. It seems this will continue into the foreseeable future while your committee looks into the matter. As you might expect this causes some interesting discussion at times. A big problem is that new employees can't see any movement in the system and aren't afraid to move on. I don't see many younger workers with the same idea about working that I had when I first came onto the scene and if incentives are not evident we lose good people. The Gen X, Y, or whatever Gen were in, don't mind looking elsewhere for work. When I hired on with the state, the policy was - get a satisfactory or better on your annual evaluation from your supervisor and - you would receive a step increase and sometimes would also get a COLA. If you ever reached the top step on the range, you would receive longevity and COLA, when made available. Then came the merit pay plan ... etc. etc. etc. That brings us to your letter.

1) Regarding the number of Pay Plans for the State: I don't know much about the idea of multiple pay plans for State Employees. I do know that biologists/ecologists in my section are expected to know about all environmental/natural resource relationships, expertly speak and represent these ideas across the state, and work with state, federal, local governments; NGO's, consultants, landowners, developers, in developing policy, enforcing environmental laws, and minimizing impacts to the natural resources of the state. In my mind it's difficult to lump responsibilities like that with other job classes that don't require as much or have as much responsibility, travel, and accountability. Would multiple pay plans be better or would an updating of our existing plan serve - as long as movement was allowed to happen and the plan was allowed to work as it was set up to do.? I don't know, but a plan that addresses some of these concerns would have to be better than what we're doing with the current one. In my humble opinion; for way too long the state has taken advantage of the dedication of our state employees and could and should do much better by them.

2) Structure of Pay Grades: If you use steps, place employees at a starting point and allow movement, I think that would be a positive thing. The employee could see movement and be rewarded for good work. Whether you used steps or allowed some sort of sliding scale - I think ability to see movement is very important! It becomes a morale issue when you've been working in a position for 5 years and the new kid on the block comes into the job making the same money as you!

3) Basis of Employee Pay: I disagree with your premise that our current plan is generally based on longevity. If there's no movement in the plan with time on the job how does longevity factor in (unless you qualify for longevity pay and it is provided by the legislature)? As mentioned, if you are here 5 years and at the same range and step as the new person - your pay is the same - longevity doesn't do you any good at all! I think work performance has to be the most important criteria. I don't mean MERIT pay, though. I think if you are doing satisfactory or better work you should be able to move upwards in the pay plan. A pay plan that is supported by the state - not out of your division or section budget!!! Also, this would give some distance to employees that have been on the job longer than the new person - as long as everyone is working satisfactorily, everyone has the ability to improve financially. An employee who is motivated to improve will seek educational and skill improvement opportunities to remain current on new issues, research, and applications. So, work performance and longevity, both, should factor in.

4) Pay Administration: I think it would be good to look at other states and see how Kansas compares with similar departments. I'm pretty sure we are in the lower tier of states when it comes to Fish and Wildlife wages. I also think it's important to acknowledge differences among the various agencies. Lumping many, many job classes together makes me really nervous. Homogenizing in state government seems dangerous and would seem to translate to even more confusion in the pay scale. As mentioned before, if someone has multiple responsibilities and statewide duties, they should be compensated differently than someone who works 8-5 in an office, with no travel. As in many other departments, as workforce has been cut, duties and responsibilities have increased, wages have not come close to keeping up. Yes, we have been told we can give raises to our employees if we can justify them AND come up with the money from our own section/division budgets!!! The State of Kansas needs to step up and fully fund whatever pay plan we come up with; and it should include meaningful wages and opportunity to move within the plan. It's important that state employees feel like they are fairly compensated for their work ethic and effort. Our section demands a lot from our employees, work load has nearly doubled from the mid-1980's, while the work force has been reduced. Yet, we require them to be highly educated, motivated, dedicated, and able to leap tall buildings in a single bound. Meanwhile, our pay plan is broken and not many seem interested in trying to fix it. I hope you can make some sense of it and implement some long overdue improvements.

I wish you the best of Luck!!

Email 81

I haven't been a state employee very long (about 2.5 to 3 months) so I can't really comment much on the compensation plans from this experience but I would like to say a couple of things:

1) I very much appreciate the State of Kansas caring and going to the trouble to ask the front line staff what we think about this, that the state is even taking this into consideration makes me appreciate my employer even more. Very few places I have ever worked (including the county) did not seem to care what we thought, they just kind of "did" it to us and oh well if we didn't like it. This way gives me some ownership in the process.

2) I am not very familiar with the State step and grade levels of pay, but about the way employees are compensated for me is a very definite concern and interest. My belief is that longevity should be rewarded in and of itself but should not be the only, nor even the primary reason for compensation but loyalty and retention should be valued BUT more so should be job performance. Outstanding performers should be compensated for good work as well as being rewarded for staying with the State. My personal opinion is that the mediocre will stay and stay for longevity pay but the outstanding performer will move on and out if they are lumped equally with people they know they are out performing. I know I will, I am a good and valuable worker and look forward to the opportunities SRS offers but if I am stuck, bored, and feeling like good work only gets as much as mediocre performance then I will be looking for an out as soon as the tedium and disappointment sets in.

Thanks for listening.

Email 82

Thank you for your time and effort. I apologize for the length of my letter. I have spent a considerable amount of time in recent months dealing with salary issues and was unable to compress what I have learned into a few sentences. If you want me to put my suggestions into two sentences they would be these.

1. Assure movement up the salary range every year for every employee until they reach the top of the range.
2. When a job class is moved to a higher salary range, allow the employees to maintain their current step.

These two steps would fix 80% of the salary problems in the State of Kansas. The bottom line is that employees are not moving up the salary range (see the graph on one of the following pages).

Background Information:

Before addressing the specific items of your questionnaire, I would like to give some background with examples, on the problems with the State of Kansas' pay plan. Not all of this background will address your questions, but it does show the compensation related problems that I believe you should to consider.

On June 7th 2002, Governor Graves signed Executive Directive No. 02-325. Part of this directive authorized the request of the then Director of Division of Personnel Services, Bobbi Mariani to suspend step movement during FY 2003 and beyond. This effectively "broke" the State of Kansas' pay plan system. However, Kansas's compensation system was in need of repair before this final straw was laid on it.

Item #3 of your letter requesting input states in part "*The State of Kansas currently has a system based primarily on longevity to determine and individual's pay within the pay grade.*" While in theory this may be true, in reality it is not.

I will use my job class as an example, although I am sure, many other Kansas job classes are in a similar situation. I am a Forensic Scientist III (FS III) with the Kansas Bureau of Investigation. We have a FS III with 10 ½ years of experience making exactly the same as a FS III with less than 5 years of experience. They are both on the first step of their pay grade. We have FS III's with about 19 years of experience who are on the second step of the pay grade. We have a FS III who has performed the same job for 33 years and has not reached the top of the pay scale. All but 2 of our FS III's are on or below the 3rd step of the pay scale. As one of my co-workers once said, "They might as well set the top of our salary range at 1 million dollars. That way we would win every salary survey and it wouldn't cost the State of Kansas a dime."

This compression of employees at the bottom of the pay scale has two causes.

- The first cause is lack of step movement.
- The second cause is the way salary reclassifications are implemented. Several years ago, the salary grade for the FS III series was raised two pay grades. However, when the FS III's were moved to the higher pay grade, they were also moved back in steps. All FS III's who were above the 4th step on the pay scale saw no pay increase.

From August of 2005 to August of 2006, we lost about 1/5th of our Forensic Scientists. Since August of 2006 we have lost another two scientists and have at least two others who will be leaving very soon. We can not attract experienced Forensic Scientists to replace those who leave, so we hire trainees. It takes one to two years to bring a Forensic Scientist trainee up to journeyman level, and turnover is making it very difficult for our laboratory to meet its mission.

Compensation is a major cause of our turnover. Salary surveys sited by the State of Kansas showed that the salary paid our senior Forensic Scientists were competitive. Contact with other scientists in our field led us to believe that this was not so. We undertook our own salary survey to find out the truth.

The State of Kansas uses the Central States Compensation Association Survey to assist their personnel department in benchmarking salaries, so we included these states in our survey. We also ordered our own

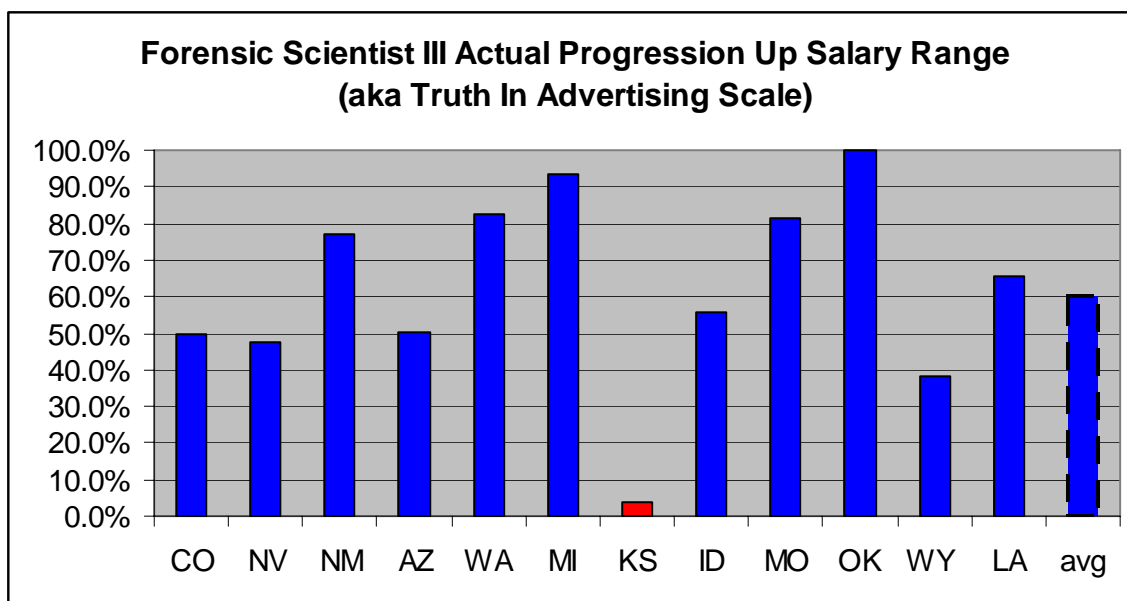
copy of the Central States Compensation Association Survey.

For our survey, we contacted forensic scientists in the other states and found out what they were actually paid. We collected data on the other states salary ranges **and** on what their scientists really make at entry, 5, 10, 15 20 and 25 years of service.

Our survey showed the following:

- Kansas Forensic Scientist salary **ranges** are competitive (sort of).
- Actual Kansas Forensic Scientist salaries are competitive for scientists with less than 5 years experience.
- Actual Kansas Forensic Scientist salaries for 10 year employees are **7.8% below average.**
- Actual Kansas Forensic Scientist salaries for 20 year employees are **13.6% below average.**

The biggest problem with the State of Kansas' compensation system is that people do not move up the pay scale. This is shown in the following graph that was created with data from our survey. This graph shows that the average Forensic Scientist III at the KBI has only progressed 4% up the salary scale.



Next we tried to determine why the Central States Compensation Association Survey (CSCAS) showed the Kansas Forensic Scientists were paid above the average when our survey showed they were paid below average.

A quick look at the survey showed several problems including:

- The CSCASS used Kansas's FSIII for their comparison purposes; and, although the CSCAS data was relatively current, most of their surveyed positions were not equivalent to Kansas's FSIII. The CSCAS used data for positions comparable to the KBI FSIII in only 5 states. The CSCASS used data for positions comparable to the KBI **FSII** in 10 states.
- The CSCAS did not include data from two of the higher paid states.
- The CSCAS did not include education bonuses paid to all of Oregon's Forensic Scientists.

Answers to Your Questions:

1. Number of Pay Plans – The lack of step movement and other forms of salary progression is causing agencies to find “creative means” of getting their essential employees salary increases. Kansas now has many pay plans – they are just unofficial pay plans. One pay plan would be sufficient if it were implemented properly. Maybe then there would be fewer unclassified state

Email 82 - CONTINUED

employees.

2. Structure of Pay Grades – At least the current grade/step system makes it obvious when there is no salary progression. When I first started with the state, steps were automatic and Cost Of Living Adjustments (COLAs) were often given in addition to the steps. Now years go by without either COLAs or step increases. When performing our survey we saw many states that had pay grades without steps. My chief concern with this type of system is that the movement up the salary range will be given in lieu of COLA's. COLAs are a means of keeping Kansas salary ranges competitive with other states. Without COLAs, salary ranges fall behind those of other states so Kansas is perpetually doing salary surveys and reclassifying the salary ranges for job classes. Movement up the salary ranges needs to be assured. Movement up salary ranges gives employees a reason to keep working for the State of Kansas. They need a way of knowing that in ten years of working for the State, they will be earning at least X amount of dollars. Right now without assured step movement, good employees don't see a future with the State of Kansas so they look elsewhere. (This is what co-workers who have left told me.)
3. Basis of Employee Pay – As I mentioned before, in reality the Kansas System is not based on longevity because step movement is not assured, and employees do not maintain their salary step when their job class is moved to a higher salary range. It would be nice if work performance had an impact on progression up the pay scale. I have been told that was the intent when the plan was first implemented – it was possible to get multiple steps in a year for exceptional employees. Unfortunately that type of system is not practical. There won't be enough salary money allocated when a unit has many exceptional employees, there will be allegations of favoritism (or worse) and there will be units where everyone will get the same steps whether deserved or not. The only way to implement movement up the pay scale without a bunch of lawsuits is longevity. There needs to be a career ladder. We have a trainee position (FSI) a beginning Journeyman level (FSII) and a senior scientist level (FSIII). Having the movement from FSI to FSII gives our trainees an incentive to complete their training program as soon as possible. Having the FSII to FSIII movement gives them incentive to stay around for at least a few years. Hopefully they will get married by that time to a local person (we call this an anchor spouse) and will stay around.
4. Pay Administration – First, correct the current problem of salary compression for affected job classes. The fair way to do this is to move current employees to the steps in their salary range that is consistent with their time in that position. Reinstigate yearly step movement (or if we go to a range without steps, assure movement along the range). Second, when salary surveys show a job class is underpaid, allow employees to retain their current step when they move to the higher range. After all, the job had to be reclassified because COLAs were not sufficient to keep the job class competitive and the salaries of the employees fell behind as the salary range fell behind. These two steps will go a long way in making the current system workable. Next, Department of Personnel needs to identify job classes that show unusually high turnover, find the cause, and if it is a compensation issue quickly resolve it. And by resolving it, I mean that if the salary range for job class is 30% behind market level, raise that salary range 30% not 5%. The current system of doing salary surveys is cumbersome and inaccurate. Our research for the Forensic Scientist survey performed by the Central States Compensation Association shows major problems. I would imagine that those problems also apply to many other job classes. Until this association fixes the problems, their survey should be consulted, but not relied on if better data is available.

Once again, thank you for your time and efforts on this issue.

Email 83

The only input I would like to put in is I think that the amount of years you have been here should count for something. I know that I haven't been here that long but I know there are nurses here that make the same amount I do and have been here for 20 some odd years. They should be making way more than what I make. That adds incentive to stay and to better ourselves on what we do. Also I am a shift leader. This is a very stressful part. If you

have ever had to deal with making a schedule, evaluating your staff and doing the paperwork that accompanies, and making decisions that we are forced to make and keep the team working as a team then you know what I mean. We have way more responsibility than the regular RN that works the floor. I think that we should be compensated for the extra time and effort we have to put into this role. We are the voice for our shift and we are also the assistant to our unit leader. If the state or even the hospital want us to continue striving for our goals then I think that we should be paid for our role as such and our amount of responsibility not compared to a regular RN because what we do is a little more.

Email 84

1. I think the State of Kansas should adopt more than one pay plan.
2. I would prefer open or step-less pay grades.
3. I think the most important criteria to base pay on is work performance.

Email 85

On question #3, I want to say that I think work performance is the most important criteria in determining pay. Right now, it doesn't matter if you are a good employee or a poor one since we all get the same pay (most times the poor employees slide through the cracks and are never let go). There is no incentive on doing a good job when most often, in my office, the better job you do the more work you get. Something needs to be done.

Email 86

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I don't mind either way as long as people are paid enough for their work so they are not below the federal poverty line.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- My comment is the legislature haven't give us steps in the last several years would paygrades without steps help?

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- I rank in order 1.work performance 2. longevity 3. job related licensure 4 education training

Email 87

Thank you for the opportunity to provide input regarding changes to the compensation system for State of Kansas employees. Following are my thoughts.

1. Number of Pay Plans - I believe they should be left the way they are; it is my opinion that having multiple pay plans would only increase administrative costs - in a time when we should be looking for ways to reduce cost.
2. Structure of Pay Grades - I believe there should be a minimum and maximum wage within a pay grade with no steps. This would allow agencies to better fill positions and keep qualified persons in their positions.
3. Basis of Employee Pay - Longevity should have NO bearing on how much a person gets paid! My personal opinion is that longevity pay only encourages mediocre employees to stay mediocre employees. It's hard to narrow the criteria for determining an employee's pay to only one of the four choices because it should be based on a number of criteria which should be highly weighted in the areas of work performance (#1) and education/training/skill acquisition (#2).
4. Pay Administration - The best way to administer pay is to allow agency management (who know best the unique needs of their agency) to determine pay scales within an already established pay grade for their employees.

It appears to me that a lot of the people who are responsible for making decisions regarding employee compensation believe that unclassified employees are synonymous with management. There are LOTS of unclassified employees that are not part of management. As an example, there are four employees sitting side-by-side in my room (none are considered to be management); two employees are classified and two are unclassified. All four of us are long-term employees eligible for longevity pay, however only two will receive longevity pay. In fiscal year 2008, all four of us will be receiving a 2% pay increase and a one-time bonus in December - but two of the four will ALSO be receiving not only a longevity bonus...but an increased longevity bonus at that!

If the legislators really feel that longevity pay has to be mandatory, then each agency should be given a merit pool to be distributed among ALL of their eligible NON-EXEMPT classified AND unclassified employees based on the same criteria as their base pay -- work performance and education/training/skill acquisition.

Thank you again for this opportunity to voice my opinions regarding the State of Kansas employee compensation system.

Email 88

Question 1: Number of Pay Plans

Yes, I am for a system that uses more than one pay plan for its employees.

As you mentioned, our diversity can't possibly group all employees into the same category. Capitalism should be our guide, not Socialism.

Question 2: Structure of Pay Grades

Use pay grades without steps. Pay steps promote inefficiency for those at the top and hinders incentives for quality performance for those at the bottom. (an employee who has been in the system for 20 years is a Lame Duck waiting for retirement with benefits while the employee with 2 years experience is stuck in their Pay Step using skills comparable to those in the private sector who earn considerably more)

Question 3: Basis of Employee Pay

Based on my comments in question two, I think all criteria should be used but in this order of priority.

1. Work Performance 2. Education, Training, and/or skill acquisition 3. Longevity 4. Job related licensure and certification

Question 4: Pay Administration

In my opinion, statewide equity means equal benefits, resources, opportunities, and rights.

As you said, each state agency has unique needs. Therefore, each agency should be able to compensate employees in such a manner that rewards excellence and dedication.

Email 89

My suggestion regarding to changes in the compensation system for employees of the State of Kansas are:

Basis of Employee Pay - I would like to recommend, that the individual criteria for an step increase in pay should be work performance and not longevity.

Pay Administration - I would recommend, that the administrative/accounting state classified employees at Regent's Institutions should be incorporated into a pay/benefits plan in the Unclassified Regent's system so they receive more equitable benefits.

Email 90

- What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

It is important to have consistency, equity, **and** flexibility within a pay plan that covers so many different types of positions, programs, funding sources, and job duties. I think that having several pay plans, developed to address the unique needs of different segments of state government, may be a way to promote both equity and flexibility. But obviously, these "separate but equal" pay plans must be well thought out.

At one time, I worked in the Division of Personnel Services and was responsible for allocating positions within the state classification system. I found that the current classification system is neither equitable or effective. Many requests for re-allocation were the result of needing to compensate a position at a high enough rate to attract and retain highly skilled employees to state service. The current, very rigid and antiquated system makes that difficult. On the other hand, the system is also easy to manipulate so that agencies who have more and better funding sources are able to compensate employees at a higher rate than those doing the same work in other state agencies.

The bottom line is that the current system is neither consistent, equitable, or flexible, making it totally non-competitive in the recruitment and retention of a skilled workforce. Now that the baby boomers are retiring, this is more important than ever. One only has to check out the percentage of state employees that are eligible for retirement within the next 5 to 10 years, both statewide and in individual agencies, such as KDOT.

- What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

As they are currently structured, pay steps have very little merit within the state classification and pay system. The legislature has to approve step increases each year and there are many years when that does not happen. Pay steps are basically the longevity piece of the system. So in many cases, employees that cannot find better jobs elsewhere, stay with the state and receive these raises regardless of how much value the employee may add in productivity. Employees new to state government usually start at the bottom of the pay grade, regardless of their experience, education, and performance levels, which may be much higher than someone who has managed to hang around long enough to reach the top of the pay grade. In addition, long time state employees also receive longevity bonuses every year.

- Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?
 - **Work performance - #1**
 - Education, training, and/or skill acquisition - #2
 - Job related licensure and certification
 - Longevity
- What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

This is a complicated issue and it has been some time since I have researched or studied compensation plans. However, I do not believe that the current one-size-fits-all method is the answer. The diversity among state agencies – in function, types and levels of funding sources, and competitiveness in the market for qualified employees makes it essential that we build in the necessary flexibility to meet the needs of state agencies and continue to provide quality services to Kansas residents. It may be possible to have a one-size-fits-all plan if it has the built-in flexibility to address the needs of all state agencies.

Realistically, I don't think it is possible to design a pay plan that will always be totally equitable and consistent. I also think that we probably are going to have to trust our agency heads and managers to know what will work best to meet their programmatic needs, while keeping within their funding limitations. Therefore, I believe that the State should develop a very flexible single pay plan, or several pay plans, which include fairly broad guidelines designed to ensure that employees within an agency are compensated in a fair and equitable manner. Then give the agencies the latitude to make classification and pay decisions that will meet their individual needs, while staying within the state pay structure and guidelines.

Whether we use a single pay plan or multiple plans, I believe that there should be a "Pay for Performance" piece in the plan, with safeguards built in to protect state employees from pay inequities or being denied pay increases based on workplace/supervisory issues other than productivity. This could be combined with a "Pay for Skills Attainment" either through education, training, certification, licensure, or for skills attained on-the-job. The legislature should continue to provide a COLA, when they deem it appropriate, for those with a "Satisfactory" or higher performance rating. In addition, some kind of a longevity bonus could also be provided based on years of service and a "Satisfactory" or higher performance rating.

It should be noted that no matter what pay plan is put into effect, it will not be effective unless supervisors and managers learn to manage and properly evaluate the performance of their employees. I continue to see evidence of employees who have been given a satisfactory or higher performance rating when they are grossly underperforming. This causes morale problems with co-workers who are doing a good job and also picking up the slack for the under-performers. It also ensures that poor performers continue to receive pay increases, longevity bonuses, and in some cases, are allowed to remain in a position that could be filled by someone who would provide value to the agency and the State of Kansas.

Thank you for this opportunity to provide input into the State Classification and Pay Plan System.

Email 91

Pay Plans: I think using more than one pay plan makes sense. It might be even more appropriate to look at the position held by the employee's supervisor in an agency as paying employees under this supervision.

Example: Look at the supervisor in charge of a whole "program" composed of supervising many entities versus a supervisor in charge of staff in only one "department" giving consideration to those employees who work under the supervisor of a "program" and/or those working for the supervisor of a "department."

Structure of Pay Grades: If/when an employee receives an "upgrade", the employee's wage only increases 5% and the upgrade step is dropped lower than the previous position step, therefore although one receives an upgrade, when dropped down to the "step," that pay raise grade is minimal overall.

I would prefer the pay grades without the pay steps so one could actually see a more significant increase of wage for an upgrade or promotion.

Basis of Employee Pay: Most important: Work performance and acquired knowledge from longevity as overall State of Kansas employment, as well, as longevity in current position with skill acquisition. Actual knowledge of and skill acquired over a long-term employment in a position often can be substituted for education.

Pay Administration: No matter in what field of State of Kansas employment, perhaps similar individual agencies be allowed to use their own position specifications/descriptions. Example: Psychiatric agencies and their positions are certainly different from positions having to do with roadwork, taxes, schools, etc. Maybe each agency (or common agencies) could use specifications which meet their needs rather than trying to fit all positions for all facilities into the current specifications/pay ranges.

Email 92

Personal input regarding changes to the compensation system for employees of the State of Kansas.

- 1) Number of pay plains – Should be more than one. Each agency should have its own plain that is in line with the market place to slow turnover and and draw good employees.
- 2) Structure of Pay Grades – Using pay grades is only effective when they are in line with the market place for the area and effetely represent the needs of the agency and employees that are required to do the jobs needed.
- 3) Basis of pay grades – I believe steps can only be effective when they are based on quality of work performance first. Only then can education, training, longevity and/or skill acquisition be considered, and only then if the person becomes more effective dependable and efficient.
- 4) Pay Administration – Each state agency should be a stand alone entity and even within the agencies there should be separation of location, demand, and need in order for management to be effective in getting the job done.

Email 93

I think that your salary should be based on Longevity and job performance, and I like the current system we have with regards to the pay grades.

Email 94

I became a state employee back in July of 1999. I began as a clerk in the judicial system and as of August of last year (2006), transferred to a state position with Wichita State University. During new employee orientation at the university, a copy of the current State of Kansas employee pay plan (noted as effective June 18, 2006) was provided and I was lead to believe I would be compensated according to the plan. However I quickly found, with my upcoming year anniversary at WSU, that the yearly step/merit increases outlined in the plan are not being implemented. I find it hard, and think others would also, to determine and comment on the adequacy of a pay plan, when it is not being utilized. That in fact no actual pay plan is in effect.

I feel, in the very least, that the Kansas Civil Service Basic Pay Plan that is "on the books" as currently in use, should, in actuality, be put back in effect. That the yearly step/merit increases outlined in the plan should be awarded (with satisfactory evaluations) to state (university) employees.

Also, that consistent cost of living adjustments (COLA(s)) be provided yearly that are in line with the actual current costs of living. Waiting for the Kansas legislature to approve such (any) pay increases for state employees each year is not a feasible pay plan. The legislature's responsibilities should lie only in providing the funding for the already in place (current) pay plan and determine the appropriate yearly COLA.

Having worked for employers who do, I find it hard to understand why Kansas does not match any funds (make contributions) to the retirement plan (KPERs) they regulate and make mandatory for all state employees. At this time I could invest and make substantially better returns on my money than they do!

I also have qualms; will further comment, on the inequities of holiday pay for different state agencies. My understanding of the Kansas State Regulations for Kansas Civil Service workers is that state employees are given paid holiday leave (compensated) for federal holidays and/or those that are declared official legal holidays by the Kansas Governor. I also understand that Governor Sebelius declared "President's Day" and "Columbus Day" official state holidays a couple (few) years back. I know that the holidays are observed and state employees given paid holiday leave for these holidays within the Kansas State judicial system as are those working in the State Building in downtown Wichita. I am not given these holidays as a state employee here at the university. I know that university employees may have to work during certain holidays if/when classes are in session but we should be provided additional holiday compensation in addition to our regular pay when we do so. I do not understand why we here at the university observe and are provided holiday leave (compensation) for "Martin Luther King Day" but not "President's Day". Possibly, people's attempts to diversify have resulted in what one could perceive as discriminatory practices! I would like to summarize my comments by saying I feel all state employees should be afforded the opportunity to observe and receive holiday compensation for ALL the SAME holidays including "President's Day" and "Columbus Day".

Lastly, as I do not yet qualify for longevity compensation, I am not happy with the ONE TIME Bonus, to be provided to us in December and the 2% base increase this fiscal year. As it appears that it will only be a ONE TIME bonus for classified employees! The bonus will be added to the base salary of unclassified employees (at least here at the university) and more than likely will be added (applied) to the base of Kansas legislator's salaries. Not to mention a 2% base increase for the above referenced state employees amounts to a far greater increase than it does for us employees at the lower end of the pay scale. In effect, I feel the legislators approved a substantial salary increase for themselves while attempting to merely pacify those state employees that need a permanent pay increase the most. The 4 to 6% base salary increase proposed by Governor Sebelius would have been far more beneficial to me and my family.

I can only hope your commission's findings will result in a pay plan that includes scheduled increases for classified state employees separate from (except for the funding aspects) legislative approval.

Email 95

- What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

As you say, the workforce for Kansas employees is quite diversified. One pay plan is not even logical. The plan must reflect the needs of each specific employer group. One pay plan implies that all employees are similar. That it not true, as Kansas has a range from people with Doctors degrees to people who do janitorial and maintenance work. The approach to pay has to match the type of job that is being performed.

This may be more complex, but it would also be fairer.

- What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

The use of pay steps within pay grades makes for a simpler pay system. It also allows supervision to reward equally without having to justify. Pay should be determined based on the quality of work that the employee is performing. If longevity needs to be rewarded, it should be extra or outside to the regular pay plan.

- Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?
 - Work performance
 - Education, training, and/or skill acquisition
 - Job related licensure and certification
 - Longevity

Obviously, all four items have some importance. Education and training (or skill acquisition) will get you the job in the first place, but work performance should be the main criteria for the pay that an individual receives.

If he performs well, he should be paid well for the type of work he does. If he does not perform well, he should not be paid well.

Licensure and certification are also items that allow you to hold the position. They are not a true indicator of work performance. Longevity probably needs to be rewarded in some fashion, but it needs to be separate from the basic pay plan.

- What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

State agencies do NOT need a one size fits all method. Each agency has people with unique skills who should be paid appropriately for those unique skills based on their value on the job market and their value to the State of Kansas.

The statewide structure for compensating state employees forces a mediocrity on the state labor force because many people are working at positions where people in federal government positions and non governmental positions are paid a great deal more than they are.

A person with better than average skills will only work for the State of Kansas for long periods of time for two reasons: He is loyal to the job he is doing and compensation is not his primary driving force or he is mediocre at his job and this is how he stays employed.

Well qualified people with ambitions often obtain their skill set with the State, but move on to the more lucrative positions as soon as they are qualified. The constant replacing and retraining of employees is very expensive for the State of Kansas and its agencies and makes it difficult to maintain a high quality professional work force.

Email 96

Work Performance is very important in weighing a person's pay basis. Who is going to make sure this is accomplished in a fair manner? There should be no less than three people on a board to make the determination about an employee's evaluation for compensation.

Email 97

Basis of Employee Pay - I believe the most important criteria for the basis of employee pay should be job performance.

Email 98

I can understand some of the problems that you are going through. Thank you for asking for my comments. I have been with the state for 24 years.

Presently I am about at the top of my range. When this occurs I will no longer be able to receive any pay increases. This has bothered me for years. I will not be eligible for retirement from the state until I get 85 points which will be in 3 years. Due to my age I will not be able to retire. I joined the state for the purpose of having a stable position, having been laid off from several companies in the past. This is no fun when trying to support a family.

The state used to have one pay check a month and later went to being paid every other week. This worked out a lot better. If this would change it would probably put a lot of hardships on employees trying to readjust.

The steps worked out good, in my opinion. This allowed every one to receive a step increase. If raises were based on how someone felt when filling out the paper work it would not be fair. Personal opinions about the state employee could place an employee at odds with their manager, supervisor, etc. This could result in poorer work performances and hard feelings in the ranks. It has been rough in the past due to having our salaries froze for a long period of time. I stayed with the state even though this has occurred. I enjoy my position with the state. My salary was froze for about 5 years. Also I have been at the top of my labor grade for several years until the job was reclassified. I am again about at that point with no way to advance. I have looked with in the state but have not found any place to go within the system to advance myself. I have tried to bid with in the department but gave up on doing so.

I work out of my home in western Kansas and the chances of advancement at low. Also because I am outside of the Topeka I feel at times that the office does not know how much I really do so therefore they only judge me on numbers that they see. Because of this recognition for work done and advancement comes to those who work out of the Topeka area more than in the field.

The only hope that I have for increases in my salary is due to steps. I hope that when you folks take a look at it you can have a system set up where a person is assured of getting an increase. Also if a system for advancing a range when the top of range range is met it would be of a great benefit too.

Email 99

1. Number of Pay Plans - No thoughts one way or another if the state has more than one pay plan for classified employees.
2. Structure of Pay Grades - Either system is fine, and the step system can work the same way. A classified employee should also be paid the appropriate step between the minimum and maximum based on established guidelines and market considerations. (Especially current market considerations and conditions!)
3. Basis of Employee Pay - For my type of work (Professional Geologist) I am required to hold a college degree in geology, and be a licensed geologist in the state of Kansas. Individual criteria for determining the pay of an employee can vary depending on the job requirements, but I rank the criteria you listed as follows: 1) Education, training, and/or skill acquisition. 2) Work Performance. 3) Job related licensure and certification 4) Longevity. I could elaborate for several paragraphs about the pros and cons of basing pay on longevity, but the negatives outweigh the positives, and it is time that pay be based on what an employee can do for the employer AND it is time for the state to recognize what current salaries are in the private sector.
4. Pay Administration - Expand each individual agencies authority and responsibility for administering compensation for employees within their agency, but develop guidelines to follow.

Email 100

I am responding to your letter and have only one comment. I would like to see pay increases based on work performance. It's frustrating to see people that don't perform as well receive the same pay increase as those that do. Evaluations are required and should be used for that purpose. There are also priority outcomes that could be used.

Email 101

In evaluating the four questions I think we have to achieve a balance in any plan. I think every State employee should get a base salary for classification or position than the Let us all HRP's are paid between 40-50 thousand dollars. Based on the particular job a manger should have the ability to add additional compensation based on what the job requires. Instead of Step increases I think if you want to encourage longevity indicate to employee if you work for the State and satisfactorily perform your job for 3 years than you may be available for a bonus within a limited range so that you combine performance with longevity. Also if people wish to better and improve your skills that should considered in as well. Not every job in a class is the same and there must be recognition of that fact while keeping the class within a range so everyone gets some similar benefits.

I would make one more observation. I think when dealing with specialized skilled offices you should constantly have the ability to adjust within the market. You should base it on what job you need done first to get the best candidate. If the person performs and has increased their skills and longevity than I think managers should be able to give a bonus with in a range. I hope this assists you in your deliberations.

Email 102

I would like a "COLA plus" type system. This would reward both longevity and performance. All employees would receive the COLA portion but only those that perform at an above average level would receive the "plus" portion (similar to a step increase). If you are to reward certificates or training that should be done through a grade increase. With current employees in the current retirement system it would be great if the state would match contributions to the deferred compensation up to a certain amount. This would help alleviate the lack of a post retirement increase. This would increase the amount of people in the 457 plan and help employees create their own funding for a COLA.

Email 103

- What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

The idea of more than one pay plan makes sense with the diversity of jobs that are available. The only caveat being, consistency across pay plans, or grades for similar jobs. It would be disheartening and cause competition among agencies if similar jobs would lose similarity in their pay.

- What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

Using a pay grade without steps is the way to go. This would allow greater flexibility in negotiating a starting salary or for negotiating a raise. This could allow the employee the ability to be paid commensurate with other than state employment.

- Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

The basis of employee pay should most definitely be based on performance with a longevity bonus. There is little incentive for someone to go above and beyond when the pay scale is not attached to performance. This would be a market based system and would allow employees to feel a “buy in” to their work.

- What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

Again, it would not be beneficial to have similar jobs with widely varying pay scales. There should be a way to compensate for cost of living differences if most of the employees are in the high cost cities and areas of the state. Specialized experience also needs to play a factor. If the employee has experience that is unique, that should be compensated as well.

Email 104

I think we need to get the pay steps back into our payroll. It was one of the things that I feel kept some employees here. Even though the increase was not a lot, they knew that if their work performance was satisfactory that they would be getting a yearly raise. We are losing good people to private companies because of our pay and the way we handle pay raises.

Email 105

As a new employee in Kansas, coming from another state university system, I have been surprised by some of the restrictive and unnecessary procedures aligned with the KS system.

In working with classified staff, I find the paygrade schedule to be overly restrictive. It does not allow for compensation based on the quality of performance or the complexity and performance of unique responsibilities. In attempting to upgrade staff to levels that are appropriate to their job responsibilities and performance, I found it nearly impossible to use the system to compensate the employee appropriately. It is looking only at keeping equity by title and not compensation for performance.

Also---to require time-sheets to be recorded for unclassified professionals who work to 'do the job'---not as though they are on a timeclock is archaic. The system promotes an 'hourly wage mentality' rather than a professional working environment. This should be abandoned all together. It is demeaning to professionals who are employed in positions of responsibility and authority.

Thank you for the opportunity to have input

Email 106

Point 1, The Number of Pay Plans – As a group, I do not care if there is one plan for all state employees or several pay plans for the several classes or groups of employees. The important thing is to fund the pay plan with regular step increases and adequate COLAs backed with periodic adjustments to reflect local, regional, or nationwide market rates. It is imperative that our laboratory become competitive with other forensic laboratories across the USA. During my career, I have observed the loss of over 50 forensic scientists from our laboratory system -- only seven due to retirement and one death. These 50 forensic scientists represent about what our current forensic scientist count is today.

It is essential to the federal, state, and municipal criminal justice systems that our Forensic Scientists have a reason to continue their careers with the KBI. Therefore, it is not the plan that is at fault, it is the funding of the plan. If you want to put blame upon the way the pay plan system is, you can place it directly upon Governor Graves and his Executive Directive No. 02-325 he signed on June 7th 2002. This directive broke the back of the State of Kansas pay plan system by essentially stopping all step increases for state employees. If a governor holds the power to stop all step increases, then certainly, another governor can rescind that order and reinstate the step increases and experience place the disaffected employees. To be fair to those

employees who stuck it out, they should also be paid for the step loss they had to endure over the last many years.

We pay other groups of state employees well, with the intention of keeping them. A quick computer check of turnover by employee class will reveal which classes of state employees are currently most important to state government. I ask you that our forensic scientists be given the same consideration as these classes.

I was one of two people given the task of comparing compensation with other forensic laboratories one year ago. We found that our experienced laboratory Forensic Scientists were approximately -20% below the average. About six months ago, we were asked to compare our in-house survey with the Central States Compensation Association (CSCA) Survey. This is the survey in which the State of Kansas Department of Personnel participates and uses to help benchmark state employee salaries. We were dismayed with the data the CSCA generated. There was little homogeneity, as the positions compared ranged from trainees to seasoned professionals. In addition, the forensic scientist compensation levels assigned to the various queried laboratories were inaccurate.

At the KBI, we offer some of the finest on-the-job forensic training in the United States of America. Scientists from all over the USA come here to be trained. When they leave, they can go practically wherever they want – and they do leave – in droves. We have people working in forensic laboratories for the Federal Bureau of Investigation, Las Vegas Police Department, Colorado Bureau of Investigation, Illinois State Police and Virginia State Police just to name a few. They leave because the opportunities outside of the KBI and the State of Kansas are better. A lot of people say “all the good people leave,” what I say is “we are squandering our good experienced personnel training scientists to be good for other forensic laboratories.”

Crime happens and I hope that no one would ever have to endure a criminal tragedy. But, ask yourself, do you want a laboratory of inexperienced scientists training other inexperienced scientists in and out of the laboratory – doing whatever it takes to just get by? Or, do you want seasoned experienced forensic scientists working criminal cases? I know that prosecutors across the state would much rather have the experienced scientists over the inexperienced scientists.

Point 2, Structure of Pay Grades – We, as forensic scientists recognized that experience matters in the field of forensics. That is why proper compensation for our forensic scientists includes yearly step increases to remain competitive with other forensic laboratories. Therefore, a step system should be utilized, maintained, and updated with the latest compensation surveys. It is vitally important that upon implementation of any new step system or retention of the old step system, that current incumbents be experienced placed. Our experienced Forensic Scientist class would not be -20% under average had we been properly compensated over the last many years.

In the last 2 years, we have lost over 20 % of our forensic personnel. Please do not rely on exit interviews alone for the reasons why people leave. They often do not cite compensation for being the only motivation for leaving. Many state that they leave because they want to be home raising their children – which is really saying they do not make enough money working for the KBI as a forensic scientist to afford child care. I do not think for a minute that they would have left and/or followed their spouses if they had been adequately compensated. Their spouses would not have had motivation to look for another job if our forensic science professionals had been adequately compensated.

Point 3, Basis of Employee Pay – The most important basis for compensation at the KBI Forensic Laboratory should initially be education, training, and/or skill acquisition during the four to five beginning years as a forensic scientist. In terms of longevity, the drive to remain competitive with other laboratories should be the basis for employee pay.

In regards to education, the Kansas Bureau of Investigation Forensic Laboratory has been and is currently accredited by the American Society of Crime Laboratory Directors (ASCLD), Laboratory Accreditation

Email 106 - CONTINUED

Organization. Part of the accreditation process requires that our forensic science professionals have at least a Bachelor Degree in order to analyze evidence, sign reports, and testify in a court of law as an expert witness. Most of the positions go beyond that requirement and are required to have a Bachelors Degree in a physical or natural science. This education requirement does not stop with ASCLD. Our Kansas courts require that our forensic scientists have proper education and training in order to support their analytical results and testify to the same (see State of Kansas v. Fuller No. 64,594).

Unfortunately, the Kansas Department of Administration Division of Personnel Services has failed to recognize our degree requirement. It is patently unfair to our forensic scientists to require them to have a degree – most in the physical or natural sciences – and not be compensated for their difficult accomplishment. Anybody that has contact with newspapers, radio, television, and the internet is well aware of the dearth of science professionals in the State of Kansas. In fact, using the Kansas Bioscience Authority, our state government gives millions of dollars away in order to keep or expand the private bio-science industry within the borders of the State of Kansas. Google <http://www.kansasbioauthority.org/> and see how much money the State of Kansas is spending on the private science industry...? If the State of Kansas give away millions of dollars to ensure privately employed science professionals stay and/or are attracted to our state, then why can't they spend a minute fraction of those dollars on our KBI Forensic Laboratory Personnel in order to keep them within our borders.

In regards to training and/or skill acquisition, our KBI Forensic Laboratory currently has four levels of Forensic Scientists. The FSI class is our training class. It takes anywhere from nearly a year to two years to be trained in the various sections in our laboratory system. After training, you are promoted to an FSII which is our journeyman scientist level. An FSII can analyze most section specific evidence that comes into the laboratory.

Because there are many sub-diciplines within the various divisions of the laboratory, many forensic scientists choose to become proficient in other sub-disciplines or take on extra duties in order to obtain a promotion. Some examples of these sub-disciplines and duties include but are not limited to tire track analysis, section safety officer, laboratory safety officer, foot wear analysis, clandestine laboratory analysis, instrument repair, paint and coating analysis, serial number restoration, and arson analysis. After becoming proficient in one or more of these specialized forensic analysis types or taken on extra duties and have gained at least three years more experience in our laboratory, the scientist can then be promoted to an FSIII. The FSIV level is the supervisory level.

In regards to longevity, our seasoned FSIII's (those with 10 or more years of experience) are only a step or two ahead of brand new FSIII's. Our current system cannot recognize the importance of experience. Our seasoned FSIII's are compensated an average of -20% below their peers in other forensic laboratories. This is the chief reason why we have the turnover problem at the KBI Forensic Laboratory. New employees come here for the excellent training, and during their time here see how poorly the long term employees are compensated. They do not see a future with the KBI Forensic Laboratory and they leave.

In regards to job related licensure and certification and work performance, everyone who works at the KBI Forensic Laboratory is responsible for maintaining our accreditation. Just one mistake by just one employee could jeopardize our ASCLD Lab accreditation and our reputation in the Federal, State, and Municipal criminal justice systems. We cannot afford mistakes.

Point 4, Pay Administration – The Kansas Department of Administration Division of Personnel Services needs to correctly survey one-third of the job classifications every year and adjust the compensation accordingly. Depending upon the job classification, the survey would be local, regional, or nationwide. Any use of third party vendors to assist in compensation adjustment should be closely scrutinized. Input from state agencies must be considered.

Email 106 - CONTINUED

We compared our in-house salary survey to data from the Central States Compensation Association. We found the CSCA survey appallingly flawed. Like positions were not compared and compensation levels were inaccurate. It appears as if the CSCA simply compiled their data and published. In short, the CSCA did not confirm the data that was sent to them even though most of their information could have been easily checked using the internet and/or followed-up with a phone call.

If all CSCA survey results for the positions they purport to study are as flawed as our Forensic Scientist Class survey is, and knowing that the Kansas Department of Administration Division of Personnel Services uses this study to benchmark state employee salaries, it is no wonder why the State of Kansas has problems keeping their employees.

Our Forensic Scientist Class has been and is currently compared regionally using flawed information. It is unreasonable to compare us regionally when we are losing our trained forensic science professionals nationwide. Any compensation survey involving Forensic Scientists must be nationwide and include as many local, state, and federal laboratories as can be gathered. This survey must be weighted to any laboratories we have lost any forensic scientists to -- ever. Again, I must reiterate, our long serving forensic scientists are under compensated by an average of approximately 20%.

Point Five, Other Ideas – The State of Kansas should do more to keep their employees. To these ends, I propose the following.

1. I was lucky to go to college; I do not know if I will be able to give my children the gift of education my parents gave me. Therefore, I propose free college or trade school tuition, books, room and board (on campus) for children of state employees. This is essentially a full ride scholarship for children of state employees with the following conditions.

- A. The student is smart enough to get into college under our current system.
- B. The parent has been working for the state for at least 4 years fulltime.
- C. The parent continues to work for the state while the child is in college.
- D. The student maintains at least a C average.
- E. If the C average is not met; second chances are given after a self-paid semester.

The following ideas are given solely because of the abject failure of the legislature in properly funding the Kansas Public Employees Retirement System (KPERs) and their failure in making sure that KPERs retirees received adequate COLAS. These are an effort to make retirement easier and would encourage personnel to make their careers with the State of Kansas.

- 2. Get rid of all substandard retirement plans and put everyone on the best plan that the Kansas Public Employees Retirement System has ever offered. It is either the KP&F plan or it is the Judges Benefit system. You should not discriminate against employees because of what they do.
- 3. Pay for and include all sick leave accumulated when figuring their final average salary at retirement.
- 4. Allow state employees to carry an unlimited amount of vacation time. That way, they can either build their own “golden parachute;” for when they leave state service, or when they retire, this “golden parachute” is included in their final average salary at retirement.
- 5. Add an additional 2 hours of vacation time for every 5 year bench mark reached. Therefore, at 20 years service, a total of 16 hours vacation time per month is earned; 25 years, 18 hours; 30 years, 20 hours; 35 years, 22 hours and so on.
- 6. Upon retirement, any primary residence (or if married to a state employee -- secondary residence) and outbuilding and the ground they are on, owned by the newly retired state employee are free from property tax.

Email 106 - CONTINUED

7. Upon retirement, any two vehicles owned by the newly retired state employee are free from property tax.
8. Upon retirement, sales tax of any kind for anything is not paid by the newly retired state employee – this includes gasoline or diesel (or any other future fuel) for their primary vehicle.
9. Upon retirement, the state employee gets a lifetime free pass to the Kansas Turnpike.
10. If two state employees are married, 6 through 9 of course, are multiplied by two.
11. 100% survivor benefits to the spouse. The spouse had to suffer just as much as the underpaid state employee did. Why does he or she have to be penalized again when his or her spouse dies?

Thank you for your consideration of my ideas.

Email 107

I would like to respond to the following part of your letter to state employees.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition;

Job related licensure and certification; and/or Longevity

Ideally *work performance* should be the primary criteria for pay enhancement. But let's face it. If raises were allocated based on performance reviews, many supervisors would be handing out "exceptional" ratings to their friends and favored employees just to get them the maximum raise. Cronyism and favoritism is epidemic in State of Kansas employment and promotion practices, and those factors would also be widespread in handing out annual raises if allocation of them were up to supervisors and managers. Let's don't go there.

Aside from longevity (which usually makes an employee more valuable but not always) skills enhancement which can be *measured* in a fair, standardized manner would be one good way to award additional pay increases within the state of Kansas. In the IT field (where I work) it can be measured by relevant courses at accredited colleges and by achieving industry-standard certifications which are accepted nationally as a measure of skill. These require rigorous standardized examinations. However training which does not require examination (attendees may or may not learn much depending on motivation, so-called "chair warming" classes) should only be criteria for pay increase when the employee must accept additional work responsibilities in conjunction with the training.

Currently some employees of DISC have achieved difficult industry-recognized certifications requiring multiple exams, often on their own, but have not received any pay enhancement or even cost reimbursement in some cases. A method of compensating these employees who go the extra mile to enhance their skills and perform better should be implemented. Thank you for your consideration of this input.

Email 108

Fix this mess. This last pay plan increase is now pitting departments against each other, moral is at its lowest and as a supervisor it just adds more problems when dealing with getting the work done. How can anyone justify giving some employees 2% and others 7% within the same department and not expect dissatisfaction. If our current pay plan is based on longevity then explain why someone who has worked for the state for 20 years or more with satisfactory evaluations is still only on step 8 or 9 in the current pay grade? Start funding step increases and stop toying around with bonuses that are a one time shot, we are not stupid.

Email 109

I am a LMHT at Larned State Hospital and have been licenced since March 1980. I am required to obtain 30 hours of continuing education units every 2 years just as RNs are required, and do much of the same work as the RN except evaluations. Back a few years ago when it was decided that MHDD/TECHs should be raised up to Range 17 LMHTs were

raised only 1 Range to the same Range 17. MHDD/TECHs are not required to obtain any CEUs, They are not responsible or trained for processing Dr. orders or passing out medications and many other duties that I am licenced to do but they are on the same Range 17. This is NOT RIGHT or FAIR. I hope enough of us LMHTs write and express the same feelings. If you can please respond.

Email 110

Thank you for your request for comments. Overall I'm please with the system as it stands, but would like to direct some comments to item #3

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance
- Education, training, and/or skill acquisition
- Job related licensure and certification
- Longevity

My feeling is simply that work performance trumps the other criteria. To perform well a person must be keeping up with the changing times, either through education, or skill acquisition, and they must also possess a host of other skill. Second on my list is longevity, but it's not a close second.

Email 111

1. More than one plan is certainly appropriate. Knowledge, skill, proficiency and local prevailing wage should be a part of a pay plan criteria.

2. Pay grades without steps more appropriately allows alignment of pay to meet local conditions and situations.

3. I believe all of the criteria should be used and possibly in the following order:

- >Education, training, and/or skill acquisition
- >Job related licensure and certification
- >Work performance
- >Longevity

The usage of a formula using all four with each having a different percentage value

4. I believe that meeting the unique organizational needs should be a priority balanced with the local and unique needs and characteristics. One-size-fits-all can create problems in maintaining proper levels of skilled and talented personnel in some areas of the state.

Email 112

Thank you for the opportunity to comment on proposed changes to the state's classified pay plan. I am an unclassified employee, but I have been a state employee for many years and I supervise a classified employee.

1. Number of Pay Plans. It sounds enticing to adopt multiple pay plans to reflect the diverse groups of employees, but I don't think it would work as a practical matter. As soon as any agency started paying better than another and the lower-paying agency started losing employees to the higher-paying agency, the lower-paying agency would be able to make a case for raising its salaries to remain competitive. As a result, the multiple pay plans would quickly start looking alike.

2. Structure of Pay Grades. I believe we should use a pay grade system, but modified to reflect performance. I think that all state employees who show satisfactory performance should get an annual COLA to keep up with inflation, and the "step" increases should be limited to people who show exceptional performance. For example, all employees could be given a 2% raise as a COLA, and on top of that, the agencies could be given funding to give 10 or 20 percent of their employees a "step" increase of 2.5%. That way, exceptional employees could receive some advancement without having to be given fictional supervisory duties to justify

it.

3. Basis of Employee Pay. As stated above, I believe that all state employees with satisfactory ratings should be able to keep pace with inflation. In awarding increases beyond COLAs, I would take into account all of the criteria you've identified – i.e., work performance, education/training, licensing/certification, and longevity. Of those four categories, I would rank performance first, licensing/certification second, and education/training third. Longevity is least important, but it is still a factor. For example, if I had a satisfactory employee who had been employed for several years without a performance-based raise, I would consider giving that person an above-COLA raise to recognize his or her long-term loyalty to the organization.

4. Pay Administration. Every agency (and every branch of government) thinks it requires the highest-qualified employees, but as a practical matter, similar duties must start at similar salaries.

5. Other Compensation Issues. When I began working for the state in the 1980s, it was understood that state employees would be paid less than people in the private sector, but the lower pay was offset in part by better benefits. Over the years, our benefits have seriously eroded to the point that they are no better than, and often worse than, our counterparts in large corporations. Every year, I wind up paying more and more of my health care costs out of pocket, eating large chunks out of my raises. I have been fortunate to receive significant raises, but many of my colleagues have actually gone backward in their standard of living over the past few years because their raises barely keep pace with inflation and they've been required to bear larger and larger shares of their health care expenses. This has made me much less likely to recommend state government as a career choice to qualified people (including my best law clerks). I would ask the State Employee Compensation Oversight Committee to consider our entire salary and benefit package and not focus on salaries in isolation.

Email 113

good day. this year the cost of living is going up more than 1.5%. we are not getting more than 1.5 percent this year.also are we not getting a step increase why when cost of living is contine to go up.I got one on last year. however the last one we got was in 1998.so I would say that we are 5 year behind.

Email 114

I believe longevity is the only fair and attractive system for pay steps to be increased. Any other system encourages favoritism and someone is always feeling unappreciated or left out. Longevity systems help employees feel secure in their career and help them want to make it a career, rather than hopping around to see if someone else will appreciate them more. I have worked for the State of KS for 19 years. I knew that it would provide a secure income for me that would grow as my family and responsibilities grow. People have to look for that in a career that they choose. I have never short-changed my job and I have given much of my life to my job. It has been a good career for me. If I had no security I would have had to constantly look elsewhere to better my position financially.

Email 115

I have only been with the University a little over 2 years having come from the corporate world. This pay system seemed really strange. I preferred the Pay grade system with no steps. Some pay grades will top out and then the employee can only rely on cost of living raises, bonuses, etc. (also based on performance above and beyond), etc. however that may make an employee consider seeking more education to move up in the organization to a higher classification of job. I think pay upgrades based on performance creates the incentive to keep improving your performance and education of your current job ("being the best you can be" having pride in your job). I believe when you are hired you need to be basing the hire on experience and training not just degrees. If you hire an employee and they may have the qualifications on paper to perform a job yet someone else has not had the formal training but has taken every class available through a previous employer and in reality greatly surpasses the prospective employee with a qualifying degree that needs to be taken into account. There should be testing for positions much like the temp agencies do(HR would have to beefed up to do this or employees sent out to an agency for testing for qualifying). If an employee is putting in for an administrative assistant job but has few computer skills and types perhaps 40 wpm (which I believe is acceptable by the state) you should not be starting at the same rate as someone who has extensive computer skills and types at 75 wpm. That doesn't make sense (it happens all the time) and that's why too many employees are being placed in positions they are not capable of handling, affording poor and sometimes embarrassing service. That also makes it unfair to existing staff who may have to train and teach the new employee basic job skills while they may make the same, or the new employee may have a degree and starts at a higher grade but has to be trained because they did not truly have the basic skills necessary for the job.

Pay scales should not be lumped together. I like the open pay grades suggested "allowing and employee's salary to fall between minimum and maximum rates in accordance with established guidelines and marketplace salaries". It is not very reasonable to think a one-size-fits-all plan works well. You can't rate mechanics, pilots, police and firemen (laying their life on the line daily) and clerical in the same category.

Longevity should no longer be considered a viable factor in wage determination. The world is more mobile now and people do not stay in one place as long as they once did so they should not be penalized because a spouse moves for job reasons, i.e. military, government job, promotion to another city, etc., but they are an excellent employee while at that job (perhaps they even taught a number of other staff members to exceed expectations because of the encounter). That may be a factor for not attracting the best people for the job when they see their wage being based on longevity and being vested means staying 10 years (most companies I know have changed that to 5 years). I think the state has just not stayed up with the times. I can tell you from experience that when I took the golden handshake from a previous job and came to this job from the corporate world I felt like I stepped back in time 10 years and was shocked since this was a University. A University should be a leader. I can't speak to the other Kansas government jobs. Thank you for your time and for a chance to be heard on this important matter.

Email 116

I don't really agree with the pay plans as they are now. I would need to see what is being proposed first. It would have to be on a fair basis, not on favoritism. Some supervisors are not fair to all employees. I have seen this too many times to people. It all depends on who you are, how pretty you are, how young and sexy you are, etc. Everyone should be treated fairly.

Pay Grades - This would be OK if it was based on your job not as one big classification. Because not everyone that is classified in one category does the same type of work. I was considered a Secretary I but after the last reclassification was downgraded to an Administrative Assistant. Since that time we have had more work added and we are still having more work added to our jobs but no more pay. At one time we were told that we all had to be on the same pay level.

There are several in my bureau that are classified higher in a higher pay range that do not do even half of what I do in my job. That is not FAIR. If we are all considered clerical, then we should all be on the same pay range, not one being 2 or 3 steps higher and not doing anything or as much work. I especially do not think it is fair for the ones in the Central Mail to be classified as Senior Administrative Assistants when all they do is sort mail, deliver and pick up the mail. I know they do lifting, but so do I in my job. I can do that but they can not come and do my job as a clerical person. They should not be paid more then we are. I do not think there should be a minimum or maximum amount that could be given with a step increase. Again some supervisors show favoritism to certain employees and they would get the higher pay but the ones who are really doing the work would only get the minimum amount. Would not be fair to all employees who work there tails off and others making the hugh bucks who may be goofing off a lot more.

Basis of Employee Pay - Keep it as the longevity the way it is. If this is changed you will be losing all the good employees that has dedicated their life to the State. This should be awarded as such.

I did not go to college but I have gained a wealth of knowledge by working and learning as I go. No college education could have prepared me for my dedication and knowledge of the work I do.

Each Agency is different from any of the others. They should be considered in this way. What my agency does is completely different from Revenue, SRS, KDOT, Education, Commerce, etc. We all do work for the people of the State but in different capacities.

Thank you for letting us submit out thoughts on this matter.

Email 117

I think that longevity and work performance should be looked at dually in regards to pay. This would involve bringing back the possibility of a step increase along side of yearly cost of living increases. This would make for happier employee's giving them a sense of up ward mobility instead of stagnation. The pay issue has been a subject of contention for state employees over the last 8 years with erratic pay increases, though these pay increases are appreciated. Thanks for your consideration and time.

Email 118

1. Number of pay plans.

I have no information about why some people may require a different pay plan.

2. Structure of pay grades.

Only one pay rate for length of service per step is a very demoralizing thing. The person who files her nails/talks to his friends all day and receives a 'satisfactory' review is paid the same as the person who goes above and beyond, cares about making a difference, and receives an 'outstanding' review. This is an anti-incentive to me.

As far as I can see, the only purpose this structure serves is to eliminate jealousy over who gets paid what. But some get around this by elevating the rank or changing status to unclassified, which causes this same amount of animosity toward the system.

Humans need some incentive to perform better. Pay is a great incentive. Variable pay within a grade/step is very good.

3. Basis of employee pay.

I favor raises based on longevity and work performance. Training and licensure do nothing to ensure or regulate the quality of performance, in my opinion.

4. Pay administration.

I am uninformed about the authority given to individual agencies regarding options to compensate employees. I feel the same system could work for all, provided the ranks within the organization were unique to them. Just because there is, for example, an 'Accountant II' position within one organization does not mean there must be one in each organization. There might be 'Budget Specialist II' or another term that is unique to one organization.

When categorizing these ranks, it seems possible to have one list for state university, one for state law enforcement, one for state social services, etc. While a composite list might be very long, individual agency lists do not have to be.

5. Comment.

When I worked for Southern Illinois University in Carbondale years ago, they had a system that allowed an employee to keep their same position while changing ranks. I kept the same position while advancing from beginning employee to experienced employee. This allowed me to be paid more as I became more useful to the employer. In my case, tests were involved, and this may not always be an option. In a system like exists at WSU, this seems foreign, as positions are kind of like a revolving door. But in my opinion, it doesn't have to be that way.

The advantage of this system is that you see more people keeping their same positions (although a different rank), and becoming more useful contributors. It eliminates some of the constant training in a system like at WSU that seems to encourage one to move on to a higher position. This moving around within an organization seems to me to be a bit counter-productive, as there is a constant supply of 'new' employees, even though they are not new to the state system, or even to the organization in many cases.

Email 119

Bring back step increases to the department of corrections. It would reward employees for their long service to the state.

Email 120

I have only been in a State position since April 2006 as a KDOT Right of Way, Property Appraiser I. I am also an Appraiser who is licensed in the State of Kansas. I came to Topeka from a small, rural area of Kansas because the salary was more than I could make as an appraiser in a private practice. On the other hand, I also know that my salary is much less than a typical appraiser in the private industry in the larger communities of Kansas. With that background, therefore, I am writing to specifically address existing concerns which I have pertaining to the basis of employee pay.

If you were to review the education and training and licensure and certification of Property Appraisers in KDOT and perhaps even the Department of Revenue, I believe you would discover the largest percentage of current or previous Property Appraisers are NOT licensed appraisers. Yet, based upon the current structure, a KDOT Right of Way, Property Appraiser, who has no appraisal experience and/or license is on the same pay grade as those of us who have spent several years and personal expense to obtain the experience and a license from the Kansas State Appraisal Board.

Additionally, as appraisers, it is necessary for us to obtain sales documentation from counties which is not information of public record. Therefore, it is the requirement of Counties that this data can only be released to licensed Appraisers. Currently, in KDOT, some of this is being obtained under the license of the Review Appraiser yet, the Review Appraiser is not the one who is completing the assignment. This is because some of the KDOT appraisers are not licensed and, therefore, legally should not be permitted to obtain this data.

Furthermore, the fact that I am a licensed appraiser is not recognized by Administration nor the Standard Operating Manual. I am in a unique position in the fact that I am the sole appraiser for the Inventory and Disposal unit of KDOT and do not work directly under the Review Appraiser. And, since an appraisal license is required in order for me to obtain sales data from the county it is my contention that having an appraisal license is a requirement of my position and, therefore, I should be treated equal as any other position which requires a license. Yet, I have to continue to personally incur the expense of the annual renewal of my license while the cost for license renewal is paid for Engineers.

In closing, therefore, it is my belief that the criteria for the basis of employee pay should be based upon **all four** of the items which you listed – work performance, education, training, and/or skill acquisition, longevity AND licensure and certification. There is no one which the most important. An Architect can't create a building without being licensed. A Doctor can't perform surgery without being licensed. An Engineer must be licensed. And, according to Statutes 58, Article 41 licensed appraiser are recognized in the State of Kansas, and therefore, should also be recognized within the State of Kansas as the employer.

I appreciate you taking the time to review my opinions pertaining to the issue of compensation.

Email 121

Larned State hospital has been having a lot of overtime needed. They have a hard time filling these positions, due to the fact that nobody is getting paid overtime. All of our time goes to time off. I the state would pay overtime as it occurs, then more people would be willing to work. They ask that PSP come work overtime on a security unit, but they will not pay PSP for security pay.

Email 122

1. Stick with 1 pay plan. I assume that the content of the question relates to the pay matrix, though, such as Ranges / Steps.
2. I agree with with using the open method. Since previously, it has traditionally been "If Employee "X" is new, then they always start at Range xx, Step yy". It would appear to make sense to do it that way. However, you also risk the problems of a new hire being started higher than someone who has been at the agency longer and being paid less. Not very motivating to the current employee!
3. Rating workers based on work performance has historically shown that supervisors misuse the performance review to just give employees raises (right?). So, that's not always a good guage of allocating raises. I think it could definitely be a factor in a raise, though. Maybe something of a "points" system based on all 4 of the criteria you listed in your question (performance, education/training, licensure, longevity)??? That would encourage the younger workers to improve. But, there's still the issue of older workers not having the motivation to use the education/licensure factor.
4. Wow. Tough one! If the jobs are TRULY equal in nature across agencies, then there needs to be the same type of pay recognition as it currently exists. However, there will always be agencies with special needs in pay due to some type of job duty discrepancy – and that's still where the "unclassified" type of position needs to come into play (my opinion!). That way, it forces the agency to go out of the box if they truly think they have something that warrants it.

Thanks for asking for input!

Email 123

2. *Structure of Pay Grades.* Being a relatively new state employee, I found it disappointing when I started a few months ago to be placed at the lowest step in my pay grade. I came to the state after being a contract employee at the facility and had experience in OMIS and within the facility that I became employed with - working here was not new to me. All of that experience didn't seem to matter and I had to start at the bottom of the pay grade because I didn't gain that experience as a state employee. I ended up starting at the same step that someone new walking in off the street would have. That did not (and still doesn't) make much sense to me.

3. *Basis of Employee Pay.* Your work experience should make a difference in what you are paid. If you are a good

employee and have experience, you should be compensated for that.

Being privileged enough to be a state employee should not mean you must sacrifice pay in order to work for the State.

Email 124

· What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

Response: Multiple pay plans can be an effective way to manage the diverse nature of state classified employees. The concern would be in maintaining equity across the pay plans and avoiding the situation where a “wealthy” agency is able to provide salaries that are out of proportion to the “poor” agencies and over time the disparity grow to a point that causes discontent and lowers morale.

· What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

Response: I am strongly in favor of pay grades without pay steps. Pay based on performance is an effective method to raise the productivity of employees and maintain morale. The current system encourages poor productivity by rewarding those who do just the bare minimum to get by and punishing those who go above and beyond the call of duty by giving them the same pay raise that poor performers get.

· Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

Response: Basing pay primarily on longevity discourages those that are strong performers but do not have the time in, resulting in a higher turnover of this level of employee. It also encourages poor performers resulting in lower turnover of this level of employee. The long term result is there are fewer strong performing long term employees. Pay should primarily be based on work performance, with incentives for obtaining related licensure and certification as well as education, training and skill acquisition. Longevity should be rewarded but should not be the primary method of determining pay.

· What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

Response: Look at the way the private sector approaches this problem. It is essential that state governments be able to think outside the box and throw away the antiquated compensation plans they currently have. These plans historically were put in place to ensure that everyone is treated equally and fairly. However, the effect has been that only the poor performers are treated equally and the strong performers are treated badly because they are not compensated for the higher level of productivity and performance they give.

Email 125

In answer to #3, basis of employee pay, I feel the most important criteria is work performance. The other three choices are important, but work performance is very important. Employees need to perform the job in a timely/ accurate manner. You can be very well educated, have great skills for the job, have a license or certification or have been at the job for 40 years; if you don't perform your job well or on time, it doesn't matter. I also think work attendance/punctuality should be a factor.

I think pay increases should be based more on job performance, not just automatically given to everyone. I just don't agree that every time there is a pay increase, or a step increase, a person should just automatically get it. You can have two employees sitting next to each other, one of them works very hard, does a good job and regularly shows up on time. The other one misses a day a week and either does not get things done or does the job badly, so other employees are slowly but surely given their duties. Both receive a pay increase when there is one given. I have been an employee of the State of Kansas for 22 years, and I have seen this happen many times.

In the state system, a person has to have a very strong work ethic to work hard and do a good job. It would be easy to just sit back and take the pay increases as they come without doing your job. There is no real incentive to work hard and do a good job when an increase is given to all regardless of the their job performance. The state could save a lot of money if automatic increases were not given to the employees who did not do their jobs or who performed them unsatisfactorily.

I just don't know what an employee needs to do to receive an unsatisfactory evaluation. A very small percentage do. I know it takes a lot of time and effort for the supervisors to give unsatisfactory evaluations. And I know if the supervisor does give an unsatisfactory evaluation, it is an uphill battle to get it approved.

Email 126

I hesitate to answer this question due to the way the last study was conducted. It is quite evident that the study person just went through the State office building only.

At any rate I definitely feel that pay should be based on ability and out put. Merit systems and longevity systems are only for the gutless. We have a person working that has been here longer than Any one and makes more due to that, but no one will assign him to a complex job due to his inability to do the work. More emphasis should be directed to Managers and their ability to manage the people within their jurisdiction. All of this will not affect me as I will be gone in a few months, but there are some good people that are going without due to the system in place.

Email 127

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think the current pay system is working well. I don't see any reason to change unless there is some way to save money in doing so.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- It would be nice to use the pay steps, as it is I have only received one step increase in all the time I have worked for the state, which is going on 9 years. The step system would save a lot of issues, like my boss doesn't like me so he didn't give me a good raise even though I do more work than anyone else in my department, or I don't have the opportunity to show them what I can do so I don't get as good a raise as the next guy. Or even, I am at the top of the pay scale so why work hard I can't get a raise anyway. By having a structured pay raise scale there is no way to accuse anyone of not playing fair.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance I would rate this as the top criteria
- Education, training, and/or skill acquisition 2nd
- Job related licensure and certification 3rd
- Longevity 4th

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- While the knowledge of each agency differs greatly, the jobs are primarily the same. I realize that there are several things each agency has that others don't so those jobs should be added but overall, I don't see any need to change the system.

Thank you for asking for our opinion, I am very happy with what I am paid and even though I have not experienced the step pay plan I think that we are fairly compensated considering there are many factors to the state's income. I would like to see the step increase reinstated as it would provide more stability and security for my children and me.

Email 128

1. I think Kansas should look at other states to see how they use different pay plans for employees.
2. The step structure should be changed or altered and allow room for flexibility in pay.
3. When it comes to employee pay there should be more taken into consideration such as experience, work performance, any certifications they may have recieved over the time they are employed with the state, and yes even how long they are employed with the state. Alot of private companies use these same things to evaluate employees for potential raises and bonuses.
4. Kansas should look at possible new ways at compensation and base it upon the needs of the agency. One possible way could be to come up with some kind of scale for the whole state and then let each agency use that as a guide to determine compensation.

On another note I would like to suggest that if state employees do not get regular raises then at least consider an annual cost of living adjustment to keep up with inflation. Some parts of the state are more expensive than others to live in as the cost of items such as groceries, utilities etc continue to increase.

Thank you for listening

Email 129

Current system of step increases within pay grades looks like it should work without a major overhaul. If an employee receives a satisfactory evaluation, they should get a step increase. I have been employed almost 10 years and an

employee employed for 2 years in my same job classification makes the same salary. A step increase every 6 or 7 years doesn't seem fair and doesn't help moral. Step increases should be given every year according to the Kansas Civil Service Basic Pay Plan. There are 16 steps within my pay grade, but it would take me 90 years to increase my hourly pay by \$5.77 (Provided step increases were given at the current rate). Thank you for the opportunity for input.

Email 130

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think that because of the diversity of the workforce, more than one plan is needed.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- We haven't been getting step increases on a regular basis anyway for a number of years, so I would be in favor of trying another system that would give us regular pay raises. I would be in favor of getting more than an occasional cost of living pay increase.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

- Work performance should be the MOST important in determining pay. But, I think education and longevity also need to be taken into consideration.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I think each agency should have the majority of the responsibility for administering compensation, but agencies should have to follow some standard State guidelines, so that it is still equal for all state employees.

Email 131

Most retirement systems give employees their medical insurance when they retire. I would be willing to give up a pay raise so when employees reach their retirement age they can retire. Statistics show correntional employees don't usually live as long as other vocations.

Email 132

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- This makes sense if the occupational climate and current needs of the agency indicate different forms of compensation would help recruit and/or retain quality employees.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- All promotions should be based on work performance. Pay steps make no sense to me based on longevity, unless it's a secondary consideration being used to assess that a steady level of performance is maintained over a certain timeframe.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- The cost savings of maintaining one physical computer system to administer state employee payroll makes sense. Procedurally, a statewide structure that permits each agency to sign up for their "compensation service agreement" pulling together a selection from pre-approved alternatives might help fit individual agency needs.

Email 133

I'd just like to raise my concern regarding unclassified employees treatment in the State pay system. Here's a quote directly from the Secretary of State's website: "Classified employees are part of the state's civil service system. They have certain rights and protections through that system, and are considered insulated from political and non-governmental pressures. Employees who serve in unclassified positions are generally appointed by elected officials or

cabinet officers and serve at the pleasure of the official who appointed them. These positions do not have the protection of the civil service system. All employees of the Secretary of State's office are unclassified."

I understand that unclassified employees account for about 25% of all state employees. How can this many thousands of employees continue to be marginalized by our classification? I recently took a promotion, but I had to become unclassified to do it, even though many (most) positions with my job spec are classified. **Please consider how to include unclassified employees in the Pay Plan.** Keeping a large percentage of the State's workforce unclassified is a convenient "safety valve" in case budgetary issues become too severe, is disingenuous to the general public and is unfair to hardworking state employees.

Email 134

I have been a state employee since 1978, having started my employment with the District Court as a Trial Court Clerk. I lost many pay raises as a TCC due to frozen wages and the removal of the step pay increases. As a result, I am grossly underpaid for the number of years I committed to being a State of Kansas employee. Since transferring through the different state agencies, I have lost 1 1/2 days annual leave along with numerous pay increases that if the step pay increases would not have been frozen, I would be making close to what Legal Assistant's in the private sector make as far as pay. I believe that long-term employees should be brought up to current standards with those employees whose wages have been frozen over time being given first consideration. With the cost of living increasing yearly, my wages do not even come close to compensating me for my years of service with the State. I always prided myself for staying with State employment, thinking that some day I would retire at a comfortable retirement wage. With my wages having been frozen at various stages, that idea of retiring comfortably does not appear to be going to happen. Having been a state employee for 29 years, I should be closer to an hourly wage of at least \$17.00; but I only make \$14.37 hourly. I would hope that consideration be given to increasing the wages for the long-term employees who have suffered frozen wages and the loss of step pay increases over the years.

I believe the criteria listed are all equally important: Work Performance, Education, training, and/or skill acquisition, job related licensure and certification and longevity. I have personally obtained all of the above to advance my knowledge and experience to move up the ranks/pay scales to which I do not feel I am adequately compensated for in being a long-term State employee of 29 years. I think the State should re-align the pay to compensate the long-term employees at the top and the newest State employees to be able to work through the various pay steps. Right now, many of my co-workers are compensated financially close to my pay with as little as 7 years of employment. This is tragically sad to know that an employee of 7 years makes within a dollar or two of someone whose been a State employee for 29 years.

Thank you for consideration of my opinion with regard to the panel being addressed.

Email 135

I am an accountant who has worked for the State 31 years and am eligible to retire. The reasons are:

1. The cost of Health Insurance,
2. the cost to relocate (employers in Topeka do not pay well),
3. my wife is very ill, and I need to be available when she needs me (sick leave benefit),
4. my marketable accounting and tax skills are outdated (I have not been able to afford to continue my education because of lack of money and time),
5. my side business is not doing well because of lack of time and money.

In 1972 when I started with the State as an Accountant II, I was one of the group of new hires that had to have a degree and 24 hours of college level requirements. Also a new Impala cost about 1/3 of my starting salary. (Price a new Impala today and compare it to the starting salary of an Accountant II (now does not require a degree.)

In 1975, I did a series of interviews and found that potential employers were not interested in hiring State workers due to the "work ethic" reputation of State employees. By calling a non degreed accountant an accountant you degrade the reputation of all degreed accountants that have work to acquire their knowledge. Work experience does is not equivalent to education.

For the many years I traveled. There needs to extra compensation for those that travel because of travel effects::

1. You loose money, not only travel cost but cost of money waiting to be reimbursed, cost of home maintenance, Etc. you are undoable to perform because you are traveling,
2. very difficult to continue your education,
3. very difficult for promotion (would find out about job openings after they had closed, many job filled by women to refused to travel),
4. force to travel in small State vehicles that were uncomfortable and unsafe, and

5. family life suffers.

Suggestion for pay plan:

1. Establish three different pay systems
 - a. professional system (minimum bachelor degree required in area of work),
 - b. non-professional system, and
 - c. a political correct system to hire those to make the State look good in the newspaper (so the rest of us can get our job done).A person could not go from the non-professional job to a professional system unless they acquire a minimum of a bachelor degree (not an online degree) and pass a competency test. Then pay a fair price comparable to Kansas City.
2. Many employee work a second job or have a business on the side. How is a person working 60 plus hours a week a good employee. I have tried this during tax season and it is very hard. Would not like to imagine what it would be like all the time. I am sure the reason is they need the money.
3. Have an independent board review all employees who have been in a position for 5 years. Why? You stay in a position for five years, and an Agency's budget can not afford to hire you. I was at the top of my range when the Central Accounts were reclassified. I was one of 8 persons who dropped one range. Waste of time to try for a promotion because an Agency's budget.
4. Education opportunities must be the same for all Agencies. Why do some Agencies have money while other do not. This is not fair.

In conclusion My wife and I have would advised our two daughters (one who just finished a degree in business administration at Washburn (could not afford KU or KSU)) not to apply to work for the State of Kansas. In fact my wife and I have advised them to leave Kansas to find better opportunities.

Email 136

1. I feel everyone is running to find a new pay plan as if the old one is broken. The old one didn't break, it was frozen. Why would another pay plan not be frozen? Would it be protected more from the politicians? I understand the problem of people not applying themselves, and no motivation to do so with a longevity system, but I have also witnessed a lot of the buddy system at work also.
2. I was told nearly 8 years ago when I was hired that committees were looking at the EngineeringTech. pay plans. Since then I believe our I.T. people have been restructured about 3 times, usually with a new title and different paychecks. For some reason a testing procedure seems to be mandatory for an E.T. to receive a different paycheck. I think we have already been enduring more than 1 pay plan for some time now. I think with multiple pay plans actually on the books, this would just become more flagrant.
3. In my section there are 4 E.T. Specialist positions. It has become common knowledge that when two of those employee's retire, (which they have been eligible to for some time), that they will not be replaced. Thus taking away 50% of the positions to aspire to.
4. The Specialist jobs are mostly held by senior employees that have enjoyed the travel up the pay grade steps, while the rest of us have not traveled the pay grade steps. The tenured E.T. Specialist wages were averaged into the final mix of the study, leaving a skewed perspective of average pay. Add to this, not replacing the Specialist positions and you have a picture of a bleak future at the State.

I am not trying to be belligerent and I appreciate the opportunity to speak Thank You for taking the time to listen.

Email 137

Employees who are assigned to a pay grade with out steps can be paid any rate between the minimum and maximum rate of the pay grade, in accordance with established guidelines and market considerations.

This year I will start my 25th year with the state. Seems we are always talking about the budget and shortfalls in my Administrative meetings. I am not in favor of eliminating steps as I am sure the pay scale would be at "minimum" rate of the pay grade.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance - if a person is hired to do a job, there is expectation to do it satisfactory.
- Education, training, and/or skill acquisition **most important - I recall in 1981 when I was a Tulsa Police Officer, the City paid an extra \$100 a month for a four year college**

degree and an additional \$200 a month for a masters. For the KDOC many advanced positions or promotional opportunities require college, but there is no extra compensation (beside the promotion). I have a number of positions open as staff can get better pay elsewhere. Staff with college general have better people skills, can write better reports, have more broader job knowledge, and have experienced more cultural diversity.

- Job related licensure and certification - Should apply to maintenance staff or the IT staff.
- Longevity - obviously I would vote to keep this as I think it helps retain employees. Turnover really costs us.....positions are often left open a long time to help with shrinkage and the budget shortfall. Replacement staff are hard to find, then they have to be trained. Those existing staff who have full plates already, then have to do the work of those that left.

Email 138

All State of Kansas employees should be unclassified. Increases should be addressed by merit pools given to agencies with agency discretion on increases based on the following criteria:

- Work performance
- Education, training, and/or skill acquisition
- Job related licensure and certification
- Longevity

State agencies should follow state adopted guidelines when evaluating an employee for an increase under these criteria.

Email 139

Number of Pay Plans: I don't have any strong opinions one way or the other on this topic. I don't have enough information about what other states do and how or why they do it that way. My biggest concern is that whatever pay plan the state decides to use that they classify everyone fairly. By that I mean they should look at individual positions and what they do.

I am currently the Special Enforcement Officer Supervisor for the Southern Parole Region with the Department of Corrections. I am classified as a Parole Supervisor, yet if you look at what we do, the requirements for the job, the hours worked, the risk factors involved, etc., we are nothing alike. My position is not unique in this problem, as Special Enforcement Officers are classified as PO II's and their positions are nothing alike. We are a division within the Department of Corrections, but other than being within the Department of Corrections we have little to do with traditional corrections. Our positions are more of a law enforcement nature. We have statewide arrests power, are armed, drive unmarked police vehicles equipped with lights, siren, radio, cages, etc.. We are also members of various Federal Fugitive Task Forces across the state and carry Federal Law Enforcement credentials as such. Our primary responsibility is the apprehension of parole absconders/violators, but we also arrest subjects for outside agency warrants when we come across these individuals in the course of our day to day duties. We assist local law enforcement agencies with investigations and day to day calls. We also conduct criminal investigations and file new charges on subjects when we find them in violation of the law, conduct internal investigations of misconduct, illegal activity, etc..

I could go on with differences but I think this makes my point and if someone wants to speak with me more about this topic I would be more than happy to.

Structure of Pay Grades: I like the Pay grade with steps only for the reason that it gives you something to look at and be able to determine where you are at on the pay grade and where you would move to when you receive a step increase. However, since I began working for the State 18 years ago, we have received step increases inconsistently. I started out on my pay grade at step 3 and in 18 years have only received enough step increases to be on step 12. I could have reached the maximum step 5 years ago if we

received them annually. When money becomes tight for the State budget, it is the employees who keep the State running that get short changed so every other area can get what someone thinks they need or deserve.

Basis of Employee Pay: I feel that pay should be based on work performance. I can give you many examples of employees who are very educated, have several licenses and/or certifications, and have been with the State for a long time, but do only the minimal required, if that much. I have never worked in the private sector, but from talking with friends and family that have, I think that is what many in the private sector base their pay on. If you do not meet certain work related minimum standards in the private sector you will get laid off or terminated. Why should you pay someone more just because they have more education, certificates, etc., if they are not able to perform at **or above** what someone with less education and certification is doing?

Pay Administration: In this area I go back to what I wrote in number of pay plans. My position is within the Department of Corrections, yet is more law enforcement related than corrections related. I think that when you compare what we in the law enforcement side of corrections get paid compared to what other officers in more traditionally thought of law enforcement positions get paid, you will see a big difference. I feel that it is because we are within the Department of Corrections, which is traditionally paid less than law enforcement that we are compensated the way we are. I don't feel our own department looks at us in the right context since our primary function within the criminal justice system is corrections and not enforcement.

Email 140

1. Number of pay plans – It takes considerable adjustment to adapt to a different pay plan. But at the time we switched from monthly to bi-weekly - I preferred being paid once per month. Whether I would go back to it, if offered as an option would again be a difficult adjustment and I may not go for it.
2. Structure of Pay grades – We are losing good trained employees to private industry because we can't get them the compensation they deserve. We should go to an open or stepless pay grade – **only if** - it would lead to higher pay for those who are dedicated and perform well. In fact we think or try to compare with the pay scales of private industry – we should pay **more than private industry** – not only do we give individuals the experience and responsibility over multi-million dollar projects – we should compensate them for it too. Too often we see inexperienced people make mistakes that cost the state money due to the fact that we lost the experienced employees that would ordinarily be making the decisions. The increased compensation would pay for itself.
3. Basis of Employee Pay – The criteria for determining pay should be in this order:
 - a. Work Performance - I see people that perform well at their job but they get the same pay as one that does not perform well. This drags down the whole work force.
 - b. Job related licensure and certification- definitely a requirement - education comes under this heading.
 - c. Education, training and/or skill acquisition – Education and skill are very important and are basic to performance but I also see educated people placed in position but never accomplish their goals nor have any practical experience. They don't understand what is at hand nor can they think on their feet when needed.
 - d. Longevity - Private industry pays people bonuses and/or profit sharing. Longevity pay is the only way our employees get a "bonus".
4. Pay Administration – yes equity is important based on the system we now have. But if we went to a different pay grade system this argument goes out the window.

Email 141

bring back the step increases and cost of living raises. i have worked for the state for 6 ? years, i have gained approx \$1.30 per hour in 6 years!

Email 142

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- Yes, this would be helpful in categorizing similar occupations into the same pay plans.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I am in favor of eliminating the steps. Current step system results in an employee that has been working for an agency for a number of years making the same wage as an employee just hired at the same step. This agency has lost valuable employees due to this issue.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I think the classified / unclassified system should be eliminated & employees hired with one system. The current system lowers employee morale by separating employees into the 'Have's' & the 'Have Nots'. Another way I have heard it described is the unclassified employees get to sit at 'the big table' while the classified are treated like 'kids that have to sit at the little table'. It is difficult to retain good employees in the classified system once they understand the differences that exist between the two.

Email 143

1. This issue is difficult to respond to without additional information. What would be the purpose of having more than one pay plan? Unless there is a specific reason to change this, additional pay plans would appear to be a cumbersome process to keep track of.
2. A change in the step plan would be good if it allowed for more skilled employees to be recruited for positions within state agencies.
3. I think that the most important factor is a combination of work performance and skill acquisition.
4. I think the best solution to this issue would be for the overall pay system to remain the same with each agency having the ability to request special exception/consideration for certain situations. Exceptions could be based upon recruitment needs, difficulty in filling positions, or other specific agency needs.

Thank you for the opportunity to provide input.

Email 144

1. Number of Pay plans – I don't see a problem with this since it is used by all.
2. Structure of Pay Grades – I think the current structure is very unfair. I really don't understand why it is the way that it is. When we get a 2.0% pay increase depending on what grade and step we are on we might not get quite 2% or we might get a little more. Why do the pay grades have to be set so that someone on Pay Grade 5 step 8 has to equal Pay Grade 7 Step 4? I like the steps for longevity purposes.
3. Basis of Employee Pay – I don't see a problem with a combination of all of the options. However it needs to be enforced so it is fair. There are so many times that work performance is not a factor for pay. It would be great if it would be. I can really see this being a big problem with certain employees. We have a lot of book smart people that don't have a clue what they are doing.
4. Pay Administration – I don't see how you will ever be able to enforce this to really make it fair.

I think the bonuses were a really good thing when we used to get them.

Email 145

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I do not have a good understanding of what "more than one pay plan" looks like – Could you give me some examples.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I think the existing pay matrix is not too bad except for the fact that supervisors' pay did not separate them enough from the people they supervised – I would like to see an overlap of 3 steps between the lowest supervisor and highest supervised employee...I am concerned that a step-less system would lead to favoritism and "good-old-boy" system raises.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

- Work performance This should be the most important, however, there seems to be lack of willingness to use “any” performance evaluation system to honestly evaluate performance. Changing evaluation systems will not get to the root of the problem – the root of the problem is “accountability”, more specifically, “team accountability”, where there is more emphasis on the supervisor sharing in the responsibility for the success or failure of their employees.
- All of these are important. There should also be “Level of Responsibility” included. This would look like the difference between a subarea supervisor who supervises 11 employees and has Class I, II & III routes vs. a subarea supervisor who supervises 7 employees and has only Class III routes... This would look like an ET doing the same single specialty job over and over in Topeka vs. an ET out in Operations that may have multiple duties and varied job responsibilities.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- This should be an executive level decision, evaluating agencies using the same/similar parameters for evaluating performance as the pay system... The thought here is again “accountability”/“team accountability”; having agencies evaluated based on overall success of state government... the agencies would be given a rating/prorating “number” which would be applied to the pay of the employees in that agency... example; KDOT rates @ 1.1 & KDHE rates @ 1.0, the KDOT PCE I would make 10% more than the same PCE I in KDHE.

Email 146

Regarding pay for employees, I feel that the step increases should be reinstated. If they are not awarded every year or at least after a superior performance review, then employees will look for other employment, at least geologists will. Thanks for considering this comment.

Email 147

Our current system is a good system. The Legislature needs to provide the funding to implement as it was intended.

Email 148

I would first like to say that a grade/step based pay plan is something that many people have seen as one of the good things about working for the government, be it state or federal. They always know what to expect and can pretty much depend on and budget for the next years increase regardless of other circumstances. This can certainly not be said for most private sector employers. Many people choose government employment for the same reason they choose mutual funds.. stability and predictability.

1. Number of Pay Plans - One is enough. I don't see any need to complicate matters with more than one. There is certainly plenty of room to maneuver within the system we have now if that is deemed necessary.
2. Structure of Pay Grades - Again... I believe grades and steps are a real incentive for the workers who value stability.
3. Basis of Employee Pay - I am in favor of keeping the grade/step based on longevity. If it is determined that other compensation is necessary for Performance, Education, certification, etc. in a given area, then possibly a bonus system should be put in place to deal with that. Desperately different agencies occupational groups, or divisions could have their own bonus system that would fit within their agency model, goals and budgets.
4. Pay Administration - Recognizing the diverse nature of state agencies and its work force I feel that still, some global oversight should be maintained at the legislative level allowing for local input as is practical in a given situation. This again is to maintain the sense of stability and security expected from government employment.

Thank you for the opportunity to provide input into this critically important issue.

Email 149

1. It would appear that one pay plan would be adequate for the entire state. If additional grades with steps were added then every profession would fit somewhere within the pay plan.
2. This method of determining pay leaves the door wide open for favoritism. It is a fact of life currently

battled for those who are paid by the current pay matrix. It will also allow for those doing the hiring to pay their friends and family at a higher rate than others.

3. I think longevity is still the most important individual criteria that should be used to determine the pay employees would get for any type of work. Second most important is Education, Training, and/or skill acquisition. Followed by job related licensure and certification. It is assumed that people will have the necessary licenses and certification before they are hired. Work performance would be nice if it was not colored by favoritism. I have been a victim of this type of discrimination. It is something that is very hard to prove. My supervisor preferred a woman who spent quite a bit of time in my supervisor's office. They were seldom talking about work related subjects either. This co-worker spent a lot of time in other people's offices and I really don't know how she got her work done. She was told to help me on a project. She told me she had checked the documents against current records in the agency library. When I spot checked a few of the documents she was supposed to have checked against the library I found my co-worker had informed me in error. I found other mistakes in her work as well. I could not complain as I was sure I would be ostracized even more. Of course, she bragged about her excellent review. As it was, I received a review graded unsatisfactory that I made poor use of my time. I spend my entire working day in my office working except for trips to the copier, file room and library. I have a very heavy work load. At that time I was fighting deterioration of my knees heading toward knee replacement. I had several doctor appointments for more conservative treatments including cortisone and halyuron injections. I eventually did have to have both knees replaced. I also made my supervisor aware of the problem. However, it didn't matter. My knees were the only thing interfering with my taking care of my work load.
4. There is a market out in private industry. It is also no hidden fact that the industries that pay their clerical workers the best pay usually have the choice of the best employees. For a long time now the state has not paid many of its employees a living wage. Studies have proven that at least \$12.00 an hour is necessary for an individual to be able to afford a small 2 bedroom house, a decent used car and few amenities like a washing machine and a clothes dryer. This wage does not include a vacation either. It is a bare bones minimal living wage. Many state employees are paid far below that wage. They cannot afford health insurance for their children. All too often state employees are working two and sometimes three jobs. It is a small wonder that morale is so low. Anger and stress take over.

The moves toward privatization have served to further demoralize workers. Private industry cannot perform the work of state agencies for any less overhead. Private industry must make a profit. The state is already performing tasks at a bare bones budget level and private industry cannot do better. Profit will have to come in consideration for private industry. The state does not need to make a profit. It doesn't take a rocket scientist to figure the math. Private industry's overhead is by far greater than the state's. State workers are being used up.

I heard some of the women in SRS talking about three new recruits that were hired on that day. They went to lunch the first day and only two came back. I heard another conversation where state employees were talking about the drug of choice of state employees is Prozac. I also heard it mentioned that their psychologist said if it weren't for state employees the psychologist wouldn't have a very lucrative practice. This is a sad commentary on state employment. It speaks of a highly dysfunctional work place.

My degree is in human resources management. The management style of the state does not demonstrate that value is placed on the employee. Employees are a business's most valuable assets. However, the employee is not made to feel they are of any value. The agency I work in has a large employee turnover. The work is tedious and underpaid. People get a little knowledge and go elsewhere. Until working conditions improve I seriously doubt the turnover problem will be solved.

The Finney State Office Building also has a unique problem with employee safety. The building sits in the middle of deteriorating downtown Wichita. There is a high transient population in the area as well as homeless. While most of these people are harmless beyond the annoyance of their panhandling state employees and asking

Email 149 - CONTINUED

for the occasional cigarette, there have been cases of state employees being accosted by the street people. The security people have told employees their job is to observe and record. They are not concerned with anything but what happens inside the building. There have been dangerous circumstances on the sidewalks outside the building that have been ignored. In the block directly East of the building there was a case of highway robbery. When an effort is not made to make employees feel safe they feel demoralized. The problems facing the state where its employees are concerned is multi-faceted. I have named but a few of the problems.

Email 150

Question One – I strongly agree we should have more than one pay plan for classified employees. I would like to see something similar to the federal government system.

Question Two – I think you still need some kind of step system for employees and/or that they evolve into a another classification if they work hard and are motivated financially to do so. I like the way the feds have there system set up. I think the State should look into their system.

Question three – I don't have a problem with using a performance based system as long as they are significant financial incentives tied to it. I think you would need some safe guards in place to keep it from becoming political.

Question four – This is a tuff one, need more info.

Email 151

I appreciate the opportunity to give input on the new pay proposed pay plan. Even though I appreciate this opportunity I do not expect the opinions or views of state employees to be seriously considered, but rather this be a formality and the pay plan proposed by the Hay Study Group "pay for performance" to be presented to the legislature and voted on by the legislature. I consider the Hay study another study commissioned to present the desired plan and result, a pay for performance pay plan. That is why they were hired.

I prefer the merit pay system we now have. The major problem has been the legislature's unwillingness to fund the pay plan we now have. The pay plan we have is NOT broken, but only not funded. It is not perfect. Some, like me have been stuck on the top step for many, many years. And with the same per centage given in the past the gap between the highest paid employees and the lowest paid employees widened. But the current plan is a pay for performance plan of sorts because only if you were given a satisfactory evaluation were you eligible for a step increase. An unsatisfactory evaluation and you were not eligible for a step increase. This pass/fail system is not perfect, but it worked well and would work well if funded.

By not funding the pay plan for many years the young new workers have been hurt. If they stay and retire their retirement will be less than what it would have been with the step increases. A career with state government is in doubt with both the downsizing of state government and the lack of step raises.

I have been a state employee for over 31 years. I am satisfied with my pay. I did not mind and do not mind personally being stuck on the top step. But I do mind the step increases not being funded all these years and the newer workers being short changed. We had a good pay system and the legislature let us down.

A Pay for Performance system was tried for a while and the legislature did not want to fund it. Also, the word was put out to not give evaluations that would generate significant pay increases. I gave my pay for performance triple pay raise back to SRS that year. It is not about the money. It is about fairness. And there will be no fairness in this Hay proposed pay plan only discouraged state employees.

Email 152

I am the IT persons for the southeast region and having complaints that emails are not going to you. I'm testing in case you receive this.
thanks

Email 153

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I don't think would be beneficial.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I believe you should increase a pay step after a successful yearly review. In education, years of experience automatically qualify you for an annual increase.

- I have been employed at my current position with additional experience and greater job responsibilities but have seen one step increase the last 5 years.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance – Very important
- Education, training, and/or skill acquisition – The agency should be providing these things for the employee. We are currently very limited.
- Job related licensure and certification – Not always relevant.
- Longevity – Should be considered as you become more valuable and experienced in your job. More demands such as training others are placed on the experienced worker. Yearly evaluations should determine if longevity has created apathy.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Continue monitoring pay for equal work in the private sector.

Paying on the 15th and 30-31st would help employees as they budget their private lives.

Email 154

Thank you for giving me the opportunity to provide my opinion on the State's Compensation Plan.

1. Number of Pay Plans – I believe one pay plan should be enough to hand all classified employees.
2. Structure of Pay Grades – I believe the current step program is okay with the exception that the steps should be automatic and not depend upon the Legislative to approve. The Legislative action should only be if additional pay increase to the base salary. The base pay should be uniform across the board and elected official agencies should not be allowed to pay what ever they see fit.
3. Basis of Employee Pay – Longevity pay is only for those that have at least 10 years of service with the State. Longevity should be given only to those employees that have meet or exceeded their work performance. Work performance evaluations should be given quarterly by the supervisor so that work performance can be improved upon or that the employee meets the work performance standards at least 3 out of 4 periods. Less then 3 approval rating would mean the employee would not be paid the longevity for that year.
4. Pay Administration – I believe the classification should be the same across the board for all agencies. All classification jobs have 'other duties as required' category and should be used for those unique needs. I believe agencies create 'unique needs' as a means of paying a certain individual to circumvent the State's classification and limited pay scale. If an agency really has a unique situation, then it should be added to the State's classification for all agencies usage. All agencies should be held to the same job classification and pay scale.

Email 155

Regarding Number of Pay Plans: I would need to see sample pay plans that other states are using in order to answer this question. Since there are so many diverse state agencies, I would like to see how it accounts for unique organizational needs.

Regarding Structure of Pay Grades: According to the present Kansas state pay plan, very few classifed employees will be able to change ther pay grade level. Therefore, as an incentive to older employees, a method needs to be devised (like steps) to increase their salary. However, since I have been on the last step for many years, I have very little hope of obtaining a larger salary due to the current step system. Therefore, my only hope to obtain a larger salary is through Longevity Pay (if that is given) and/or through a specific percent increase that will be given to all state employees.

Regarding Basis of Employee Pay: In my field of work, the most important criteria for determining pay would be education. I have been a Reference Librarian at one of the regents universities in Kansas since 1983 and have a master's degree in library science as well as a master's degree in education. However, I am receiving approximately the same salary as another classified employee who does not even have a college degree who has also been placed in a Reference Librarian position. Does this seem fair to you? I am currently receiving approximately 38 thousand dollars per year. Back in 2004, the Occupational Outlook Handbook lists the median salary for all librarians as \$45,900. Academic librarians had the highest median salary of \$47,830; school librarians were earning the median salary of \$47,580, and public librarians were earning the median salary of \$42,500.

I also feel longevity is important in any classified position. A person who has been in the same position for 20 years should certainly have acquired more background, experience, and expertise in their position than someone who has just been hired.

It seems to me that a lot of attention has been given to giving newer employees more pay and yet the older, more valuable employees have not received comparable increases. Why does this situation exist?

Regarding Pay Administration: In order to intelligently answer this question, I would need to see sample pay plans that other states are using in order to help decide how individual agencies should address unique needs.

Other thoughts in regard to pay for Classified Employees.

--The pay scale has been so low for so long, that all of the classified employees at our institution will soon be voting on whether to become unclassified employees. I think it has a good chance of passing because people feel that they would be paid much better this way than remaining with the state. So, even if the State would improve the current pay plan in the future, I don't think we will have the opportunity to take advantage of it, because our employees may vote to go unclassified.

--If the State of Kansas would truly like to help the older State of Kansas employees and encourage younger employees to continue their career with their current state position, I feel that the multiplier that is used to figure retirement benefits could be raised. It has not been raised for years and years. If that would be done, I feel it would truly reward those who have been with the state the longest.

Email 156

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- Multiple pay plans are valid in private corporations where one plan is for managers of the corporation and another for the rank-and-file workers. We can see this in some state institutions already where officers are unclassified and typical workers are classified. I think it is useful for this break-out when it comes to strategic planning that officers must do compared with line managers and their staff. I think formalizing this further is unnecessary. Each officer in each agency should be appointed and salaried based on their experience and functionality related to the agency.
- There are situations now where unclassified staff are doing the work of classified employees at higher rates (i.e., the University of Kansas' pay plan). I think that the critical analysis of the state pay plan that you are doing will alleviate the need for circumvention of statute in cases like this and bring all state employees together on one plan.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I think the bounded step-grade plan allows managers more flexibility in rewarding employees. The problem is the consistency in application of analyzing performance. I think that using the bounded step-grade is better than the min-max grade without steps as there is a more consistent structure in the plan. Step-grade plans give employees confidence that they will be rewarded annually for their input to the Agency, but it allows the Agency the flexibility to reward the employee more if the employee is performing above standard without a sizable increase based on one year's performance which may not be typical of the employee.
- I would like to see a pay plan structured with a bounded annual step-grade increase, relevant to the employee's performance, with the possibility of bonus (one time) pay for employees who are performing in that year exceeds the average. I think that bonus should be both individual and team assessed and funded as a percentage of the agency's payroll budget to distribute as the agency sees fit.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training and/or skill acquisition; Job related licensure or certification; and/or Longevity.

- Pay should be based on the market value of a worker's profession initially. Public employees shouldn't have to work at 75% of the market price. The State loses good employees to private industry by not being able to fully fund a pay matrix annually. Debate over pay increases should be standard and contiguous, not relevant to annual legislative funding.
- Following that, pay should be based on education, knowledge about the position and relevant skills, then performance. Performance should be judged both by the supervisor and the employee being assessed to reach a mutual agreement of the employee's performance. This interaction allows the employee and agency a chance to measure quality and manage the employee's performance before performance issues arise.
- Longevity bonus are nice, but given they are only given for time served they do not fit the pay for performance model.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

1. Bring employees job positions in line with private industry pay. This will allow all types of workers equality with their private industry counterparts in the mid-west.
2. Implement a pay-for-performance, range-step based annual pay-plan. Employees will be guaranteed an annual "cola" with the possibility of additional pay for service performed above the norm.
3. Give performance evaluations meaning by allowing employees to collaborate with managers on performance evaluations. Performance expectations are meaningless without both the employee and the employer being focused on the same goals.
4. Give bonus pay to employees on the basis of their contributions to achieving the agency's mission. Many instances those who work the hardest are paid the same as those who "get by." This is demoralizing to those workers who are already paid below market price. The possibility of an occasional bonus when the quality/quantity of work is performed should entice workers to put forth the extra effort if the bonus' are given in fair perception.

This is a summary of my research and I think most of this can be qualified in the attached paper.

I really enjoy being a state employee. I've worked for the state since 1990 and hope that I can retire from the state. A revision of the pay-plan is certainly one of the things I am looking forward to. I hope the committee gets a good basis to justify legislation to modernize the plan.

Email 157

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

This has great potential to allow employees to be paid a more consistent "market rate" for their work. However, it would need to be carefully scrutinized to insure that the determination of that market rate, i.e. careful comparison of the employee's job duties vs. the private sector to which it is being compared, is equitable.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

As with the first question, this also has the potential to allow employees to be paid more in tune with the current market. Unfortunately, unless there is a system to prevent abuse, it has an equal potential to be abused by some supervisors who could grant higher or lower pay based on how they feel about an employee rather than the employee's performance. In other words, the pay still needs to be at least somewhat tied to

an employee's annual evaluation. As one who has consistently received the highest evaluations available, I'm confident my current supervisor would reward me accordingly. However, what is the guarantee that other supervisors in other agencies would do the same?

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training and/or skill acquisition; Job related licensure or certification; and/or Longevity.

Work performance is, in my opinion, always the most important criteria in determining pay. Having said that, employees who attain/maintain additional education, training, professional licensure, etc. should see the benefit of that work, counted as secondary criteria for determining pay.

The current longevity bonus is much appreciated and should be continued.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

The idea of "pay for performance" is intriguing and needs to be explored more thoroughly. If employees realize they will only achieve a minimal raise for doing basic work, it might provide an incentive to do more. Additionally, those who are already doing more than the minimum, will have the satisfaction of getting a better raise than those who just "slide by" ever day.

Email 158

Could you please inform me what this new pay-plan is, or tell me where I find this out about it thank-you

Email 159

I have read the letter to state employees and would like to offer my opinion. I have addressed each item and have replied. My opinions have are in blue to help you distinguish the question from the opinion. Thank you for allowing the state employees to have a voice in these matters.

Number of Pay Plans – I feel that the state needs to address and change the pay plan when it comes to administering pay for classified state employees. The unusual diversity among classified employees is substantial including experience and education. Setting all employees within one pay plan boxes them in without regard to their experience, education and job performance. The pay plan as it is has the potential for the state to lose competent and qualified state employees to the private sector. In an effort to maintain the quality of state employees it is important to remove the boxed in and stagnant form of pay plans currently in place.

Structure of Pay Grades – I believe that the current pay grades of the state pay plan and the steps within those plans are antiquity. Setting an employee within one pay grade boxes them in within that pay grade for a lengthy amount of time with very little chance to increase their step pay let alone their pay grade. Revising or developing established guidelines that will allow classified employees a way to be paid any rate between the minimum and maximum rate of the pay grade will increase job performance while decreasing employee turnover.

Basis of Employee Pay – The criteria that I feel is recommend in determining the pay of an employee especially in my type of work is education, training, and/or skill acquisition as well as work performance. Based on the description of my duties and the outcomes expected, these two criteria should be viewed in more depth than job related licensure and certification and longevity when it comes to determining pay grades. Even though these criteria are important increasing employee pay based of the recommended criteria education, training, and/or skill acquisition as well as work performance will increase the likelihood of an employee furthering their training/licensure as well as increasing employee longevity.

Pay Administration – I feel that allowing the direct supervisor of the employee more authority or at least a say in the compensation of an employee has benefits, such as the fact the direct supervisor has more knowledge and observable information on the employee's job related performance as well as their education/training than anyone else. In addition giving more authority and compensation responsibility to the division in which the employee is employed will give a unique compensation structure to the division/bureau and to the employee working within that division. The wait and see or wait until you are scheduled to be reviewed based on the overall pay plan method needs to be revised. While an employee waits for their yearly review and possible pay increase the cost of living hasn't waited instead it has likely increased. It's usually during these gaps in compensation that an employee starts to look for other opportunities for higher salaries/pay plans.

Email 160

I want to get a piece of paper in my hand each pay period.

Email 161

Thank you for allowing me the opportunity to comment of these issues:

1.) Since all State Employees do different types of work and require a vastly different set of skills and educational levels to accomplish this work, I definitely agree that the State should have more than one pay plan in place. Using one pay plan for all employees is akin to comparing apples to oranges. As a Human Services Counselor (vocational rehabilitation counselor) I require knowledge, skills, and abilities that are completely different than an employee who works on the roads and highways. We should have different pay plans that would be fair to both of us and which would recognize and address the unique set of skills and knowledge that we both bring to our jobs.

2.) I feel that pay grades should be maintained and should reflect the knowledge, skills, and abilities needed to competently and successfully accomplish the job the employee has been hired to do. However, I also feel that pay steps should be revisited. If an agency has an opportunity to hire an employee who first of all meets the minimum qualifications but who also has experience in doing the job from prior employment and who has credentials such as certifications, licenses, endorsements, etc., then why should that employee be eligible for only step-pay increases. I would suggest a "hire-in" pay rate that would be similar to the entry-level salary that is presently in place. However, after a six-month probationary period to determine that the employee is actually competent in accomplishing his/her job, would it not be more fair to the employee to allow him/her to negotiate for a journeyman level salary?

3.) I would like to see the following criteria used to determine an individual's pay within the pay grades for Human Services Counselors (Vocational Rehabilitation Counselors). These criteria are ranked in order of importance.

1. Education--Federal standards mandate a minimum of a Master's degree in V.R. Counseling, Counseling, or a related field. This must be strictly enforced.

2. Job related licensure and certification. Certifications and licenses in all areas of employment acknowledge a commitment to the area of practice by the employee. In the social services and vocational rehabilitation arena a certification or license is attained only after an individual has completed a certain level of educational preparation and has qualified to sit for an extensive examination to prove this knowledge. Years of practice are also factored into the scheme of qualifying for these endorsements. Maintenance of these certifications also requires continued education in the field, which again signifies commitment to the area of practice. This commitment should be recognized and acknowledged by the employer. The employer should also recognize that an individual with such certifications and licenses is actually making a monetary sacrifice by choosing to pursue a career in public service, as the salary this employee could obtain in the private sector would be much higher.

3. Work Performance--This should be based on the employee's effectiveness in doing the job. VR counselors and evaluators are being evaluated by numbers of successful closures or completion of evaluations. This is grossly unfair since the counselor/evaluator in reality has no control over what the individuals with whom we work ultimately do with their lives. A better measure of our performance would be how we relate to our clients, how our counseling improved their lives, the completeness of the documentation in our records, etc. This is all considered now, but the numbers need to be removed, as the quest for a certain number of successful closures often causes the counselor to lose sight of the ultimate goal of helping people to help themselves. Our work is professional level and trying to quantify it in terms of a performance number appallingly underestimates the quality of the work that we do with our clients. Ours is an intangible service, and our performance of it should not be evaluated by certain "magic" numbers.

4. Longevity--There is a lot to be said for longevity in the social services arena where employee burnout is traditionally very high. However, this should be the last consideration for awarding a counselor his/her salary. Just because a counselor has hung around for 20 years does not mean that he/she is competent in his/her job.

4.) My opinions about this issue have actually been expressed in the previous questions. However, I do think that the unique needs of each agency should definitely be considered in pay administration. Agencies that need employees trained and qualified in such areas as computer expertise, engineers, geologists, health practitioners, counselors etc. should be allowed flexibility in their pay plans so that they can attract and retain the best employees in the field. This reflects on a prior answer in which I pointed out that many employees who have licenses and credentials actually make a monetary sacrifice when they choose a career in public service as opposed to one in the private sector.

Email 162

I would like to see a committee, or if this committee can look at it, be formed to look at the retirement system for State employees. The current system is really lacking in it's ability to help employees and doesn't benefit them in any way. I believe that the system needs a complete overhaul. If this is the wrong format to talk about this subject could you point me in the right direction? Thanks for your time and efforts with this issues.

Email 163

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in

administering pay for classified state employees?

- I personally like idea of one pay plan. I think it is much simpler and less confusing, than if we had more than one pay plan.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I would not be opposed to that.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training and/or skill acquisition; Job related licensure or certification; and/or Longevity.

- Longevity

Email 164

If you decide not to give us back our step increases then maybe we could have benefit packages like a few of the political subdivisions of the state- i.e. City Of Lenexa and Overland Park- they have KPERs and in addition to that they have another defined retirement plan that is totally funded by the cities. The cities put away and additional 10% of the gross income for the employee into this retirement plan.

Maybe you should also look at the Johnson County Community College. The college gives the employee 1100.00 per month plus and additional 7% of gross income to buy benefits. The money left over goes into a 457B. They also have short term disability.

How do the jurisdictions afford all this? Why don't state employee's have some of this. The cities share the state revenue and take care of thier employee's.

You need to also look at some adjustment on the state pay matrix for locality pay. It is very expensive to live in Johnson County.

Email 165

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think it would be very beneficial. Just within my own agency (KDOT) there are folks that have tremendously different duties and responsibility levels, but have the same position classification and pay. Having different pay plans for different agencies would help each agency address their needs more specifically.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I personally do not feel the steps are necessary. In fact in recent years, since step increases were frozen for so long, often times when someone is promoted they end up making more or the same as another person who has been at that level (pay grade) for quite a few years longer and is most likely more efficient at their job and have more responsibility than the person who was just promoted. While it is good for the person being promoted, it can and usually does cause severe moral problems with the folks who have been doing a good job at that level, but have to watch someone new come in making more money than they do. Currently I do not feel the steps serve any purpose other than to be restrictive. I like the idea of the pay grades without steps, but the policy that governs it will dictate how well it would work.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training and/or skill acquisition; Job related licensure or certification; and/or Longevity.

- The answer would depend on the position. For legal reasons, certain positions require licensure and certification of some kind. In general, I feel that longevity should have very little to do with a person's pay. If they are trained well and have a good work ethic year after year, then their performance will show that they deserve to make the wages that they are. Currently we have folks in the same positions and making the same money, but performing in vastly different levels of

responsibilities. While the one person may have a good work ethic and do a very good job, he/she has no advantage or incentive to do more than the bare minimum that another person may be doing due to the way our system is currently set up. Work performance should be the most important criteria in determining pay. This will however, put a greater burden on supervisors to document measurable performance to justify pay increases.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I really do not know. I'm sure there is more than one way to effectively deal with it. Creating broader pay grades or bands and giving each agency a better way to classify their positions to meet their needs more specifically would be one way. If there were no "steps" included in the pay grades it could also give each agency more latitude for pay increases based on performance and qualifications.

Additional comment: I feel something needs to be done to help the state agencies meet the pay demand for qualified and quality employees. I can not speak for other agencies, but I have seen KDOT lose many good employees in recent years because they were offered SIGNIFICANT increases in pay. I know as a state agency we will never be able to match private sector wages, but we need to be within reason if we expect to hire and/or retain any quality help. Having seen a recent wage study the legislature had done this past year, I can say with confidence that it does not accurately depict the engineering fields. (Both engineers and technicians.) This may be out of the arena of what this commission was put together for, but our legislative body needs to be better educated on the pay discrepancies between the private sector and the KDOT.

Email 166

prefer Longevity first, then Education. These are objective standards. Work performance is too subjective. There are too many subjective promotions already.

Email 167

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- The information on the State Website is confusing. I can't make a recommendation about using multiple pay plans when I'm unclear regarding the current pay plan.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I am at pay grade 30. However, to my knowledge, employees of the KSDE do NOT receive step increases. For example, a newly hired education program consultant hired at a pay grade of 30 will receive the same salary I do – or perhaps more – for essentially the same job I am doing – but doing without the benefit of my 14 years of experience!

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; Longevity

- All of the above should be considered. However, it is critical that longevity be compensated. Working for the state requires unique skills and knowledge that take a significant amount of time to acquire. To ignore this fact jeopardizes the quality of services that provided to our citizens.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- There should be some standardization of pay in all agencies according to: job description; pay grade; and longevity.

Email 168

Item #1: One pay plan is satisfactory but it needs an overhaul. The current plan is too limited. It needs to be made more adaptive to the diversity that you mentioned. I am afraid that more than one plan would become too cumbersome. Like the IRS regulations.

Item #2: In many ways there is nothing wrong with step increases because it works like an incentive plan. If there are no

steps, the pay grades will have to have more flexibility and range. The one change that I would make with step raises is to make sure they are not automatic. If the employee is not working up to requirements then they do not get a raise. My next answer will tie into this also.

Item #3: Longevity should always be considered. this is beneficial to those dedicated individuals that want to stay and enjoy their work, but it shouldn't be the only consideration. Definitely, work performance should be a criteria. It doesn't matter how much education you have or how many trade seminars you've attended, if you are not doing the work you should not get a raise. Yes, you risk having a supervisor become too subjective or vindictive, but just like in the private sector; it works.

Item #4: I really do not believe that there is a way to perfect statewide equity. One thing to do is to increase accountability. It is the supervisors, the managers, the directors and the administrators job to maintain the equity, if they don't make them accountable. They hold an employee accountable for doing a job then monitor their performance also.

Email 169

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think it would be fair to use a different pay plan for different agencies as well as within specific agencies. For example: should an admin assistant working in an office building in Topeka get the same compensation as an admin assistant working inside the secure perimeter of a maximum security prison? For that matter should an admin assistant working for the KDOC that is not inside the secure perimeter get the same compensation as an admin assistant that does work inside the secure perimeter?
- Pay plans should be considered using two distinct qualifiers. Education necessary to perform the job and safety.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I don't see that this would make any difference, unless pay raises are left to the discretion of the supervisor or if it is left to individual interpretation of any written guidelines. I can see an extreme possibility of widespread abuse.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; Longevity

- The areas as listed above are ranked in the correct order of importance, in my opinion. However work performance is such a subjective measurement tool, which can be greatly influenced by personal relationships or the lack there of. I would support a more definitive way of measuring work performance.
- Education is highly under rated. It shows that an individual has gone an extra step or two to gain self improvement. Whereas education in itself is not a guarantee of better job performance, it does indicate a willingness to put out the extra effort needed to be successful.
- Longevity, to me is the least important criteria. One only needs to hear a couple of dozen "state employee" jokes to understand why.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Move away from the lock step approach. Consider the needs of the individual agency as well as the needs within the individual agency. Safety should be a huge consideration. Law enforcement, prisons, and other high risk jobs should be separated out from other less risky areas. As noted on a position description "**There is an inherent risk working within a correctional facility and having daily contact with the offender population.**" Another

example from a position description is "**Persons in this position may come in contact with the inmate population, which consists of adult male felons convicted of primarily violent offenses. This being a prison environment makes the threat of becoming a hostage, being assaulted or possible death by violent means an occupational hazard**". How many in other agencies face the same situation. Those of us that do face this level of risk should be compensated at a higher rate than those that don't.

- A second issue is employee retention. If a particular agency or office has difficulty in hiring and retaining good employees, additional compensation should be considered.

Email 170

#1 - Number of Pay Plans - I can see the benefits of having more than one pay plan. Even though a job may have the same title the responsibilities may differ enough to warrant a different pay plan and/or rate.

#2 - Structure of Pay Grades - Having pay grades without steps would only be good as long as it was used to "reward" for work performance or additional education.

#3 - Basis of Employee Pay - Work performance; then education, training, and/or skill acquisition. Job related licensure and certification should always be considered first when the job requires it. Longevity is an asset to be considered, but should not be the first.

#4 - Pay Administration - Because of diversity in the jobs - agencies should be able to have some responsibility in designing/administering compensation for employees. One size fits all does not meet the compensatory needs in the same way for every agency/employee.

One suggestion - suggestion to decrease the years of employment before being vested to seven (7) instead of ten (10). New employees might find this more enticing to maintain employment. They may view this as not as easy a goal to attain.

Thank you for the opportunity to input some suggestions/opinions.

Email 171

1. Number of pay plans/grades. I like how the pay for Equipment Operator Trainee to Equipment Operator to Equipment Operator Senior is almost transparent. Once a new Equipment Operator Trainee is hired this person can through knowledge tests and skills test can promote and acquire pay raises. With the knowledge and skills to achieve Equipment Operator status very defined and established checkpoints have been introduced so another position and more money may be attained. The Equipment Operator Senior program allows for those employees who want to advance to do so through very stringent and documented knowledge and skills tests that once completed an Equipment Operator Senior would be able to perform all maintenance tasks with little to no supervision. So when an Equipment Operator Trainee achieves Equipment Operator he receives a pay raise across pay grades. As with advancement from Equipment Operator to Equipment Operator Senior it is fairly seamless. So this is a very good example of pay plans/ pay grades without steps.
2. Basis of employee pay- I have heard many different options for increasing employee pay. The most popular one has been since K.D.O.T. has a somewhat limited budget. It has always been to have longevity bonus there was no money for pay for performance. If pay for performance was to become the way for bonuses to be achieved then even this pool was limited and not everyone eligible would receive it because of the limitation in funds. Longevity works because the length of time to wait to be received already limits the pool. And is kind of one way the experienced employee gets a little thank you for being loyal. It is what separates the new hire from the experienced employee. The pay for performance bonus is eligible to be received by anyone but the longevity bonus was going to be the pool for this so the experienced employee is once again forgotten about. Even if you did receive the bonus for the pay for performance you would only maintain this status for 1 year and then give the bonus back. So into the best of both worlds you have very measurable knowledge and skills tests for new equipment operators and yet a longevity bonus for the experienced employee. How you get this any better than it is I have no idea. I see a very transparent pay grade/ pay plan for new hires. I see a very proven bonus plan for the experienced employee.

3. Pay Administration- Being a very diverse group that works for the state of Kansas and the state of Kansas trying very hard to provide all the services needed and expected by the residents of this state it is a very difficult task to determine just which agencies provided the most needed services. We all work together to help each other but yet there is that diversity of each agency. I think most agencies have when needed taken the proper steps in applying there own form of bonus pay for jobs that are needed to be filled but also need more incentive to acquire the proper person for the job. I know that for limited times pay bonuses are necessary for certain positions so that not only will they be filled they will stay filled. I believe from the point of view and the part of state employment I see I believe that our needs are constantly addressed and although it may take time for this to be achieved it is often still talked about and then it is soon addressed appropriately.

I am proud to work for the Kansas Dept of Transportation. I am a proud public servant for the state of Kansas. I believe that not only am I compensated fairly I believe that if I was to be in a similar job in the private sector I am within reason of the pay the person of equivalent knowledge and experience would be compensated. I thank you for your time.

Email 172

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- The one pay plan we have is fine.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- Pay steps in pay grades are effective; however, the State has only implemented one step increase in the last 5 years, which affects moral. Pay grades without pay steps is very subjective. Who makes the call on where someone should be paid within the grade? Who decides on raises within the grade? New hires could be making more than those with many years of experience which would again be a moral buster. My vote is for step increases as long as the State would implement them each year or even every two years. Five years is definitely wrong.

The State of Kansas currently has a system based primarily on longevity to determine an individual's pay within the pay grades. Many other states base employee pay on something aside from longevity.

- The State fluctuates on the definition of longevity. An employee with six years experience, such as me, makes the same \$ figure as an employee with one year experience (same job class, same 2006 step increase). The only longevity factor the State has considered is 10+ years.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Education, training, and/or skill acquisition combined with years of service would be the most practical. A merit based sliding scale has its advantages too; however, I request the State look into the Federal system and down size the 400+ job classification to 20, with each Agency lending their internal titles and pay increases.

Email 173

1. Number of pay plans – no opinion.
2. Structure of pay grades – I would be in favor of eliminating the pay steps and letting the agency assign the salary within the pay grade. I believe this would provide both more flexibility for the agencies to deal with their unique situations while potentially reducing process overhead.
3. Basis of employee pay – I believe the first three criteria should be included and longevity not at all. What is the value of longevity of the incumbent is not performing the job needed and shows no initiative such as education and certifications.
4. Pay administration – no opinion.

General comments:

The current system at best encourages mediocrity. You often hear the comment "it all pays the same" and that is very much the case since employees are not compensated for performance or merit. Furthermore, it is too difficult to remove or otherwise take action with poor performing employees which fosters an attitude among supervisors of "it just isn't worth the effort". Therefore I am in favor of a system that encourages productivity and simplifies the process of removing those that are not performing (we have a saying around here that "there is no penalty for not doing your job").

Regarding any type of merit-based system I think the greatest fear that people have is that it will not be 'fair'. That is, there is a lack of trust in the ability of those in charge to adequately administer such a system. That says to me

the State will need to build trust in its managers. This will need to be done through quality training and careful monitoring by their managers. That is, most supervisors I encounter have not had to deal with a merit-based system and are used to the current environment. It would be unfair to assume that they will suddenly be able to handle a merit system without good training in techniques in quantifying merit and managing a merit compensated work force.

Thank you for the opportunity to participate in this effort.

Email 174

I have read the email with the issues about the pay plans. The four different issues are always and will be a big topic for all state employees. This happens to be one major draw back working for a state agency.

Number of Pay Plans: should stay the same. I was one of the unfortunate few that were on the monthly pay plan and it was a pain. It took some time to get used to the bi weekly pay schedule but, it was better then the monthly one we had before. I think it should be left alone.

Structure of Pay Grades: could always use improvements. When I got my promotion in 2002 I fell under the statue that I could not get paid for any more then three steps (15%) when ones position is more then four steps (20%) after a promotion. So I am short 5% pay from my promotion. I will never get that 5% pay.

I noticed in some states the employees just like us get raises only through the Legislature votes. Now if the steps were removed then it will help people who are at the top of there pay range and do not get step increases only cost of living. Eliminating the steps would be ok but, the question remains what will we loose when the steps are removed? Or who determines what pay rate we will get? I know that in my position at the Department of Transportation I am way below the market rate for similar position and responsibilities and years of service in my area. The last study done by our Superintendent was about we were about 30% below the cities, counties and contractors with similar positions and responsibilities.

Basis of Employee Pay: longevity bonuses are a must to keep employees around. Sense the reduction of sick leave paid out at retirement was reduced by half. By doing that it took away the incentive of saving ones sick leave. I know there was talk of work performance base pay. One problem of doing that it can encourage favoritism if ones performance review is used to determine this type of pay if the supervisor doesn't like a group or a single individual. Work performance, education, skill acquisition, job related licensure and certification could work if it is used in all related areas of the state. I myself have a Certification in Commercial Pesticide Applicator Certification for the Department of Transportation. I don't see any type of extra pay for carrying this certification. I am sent to the required training to renew my license and I pay for my recertification but am reimbursed for the cost. It is minimal only \$50. But, I am still exposed to the danger of hazardous chemicals.

Pay Administration: one-size-fits-all method does not work for Department of Transportation if you are in a major metropolitan area. You have to consider the cost of living, traffic, weather exposure and danger associated with the job. The pay for western Kansas is perfect since the cost of living is cheaper and the exposures to the dangers are not the same as in the Kansas City area, Topeka and Wichita areas. The dangers we face everyday should be a contributing factor in the pay we receive.

Just a little statistics in my area of Department of Transportation in the past 17+ years of employment I have only seen less then a dozen employees retire from the Highway Maintenance Department and out of those people only six of those employees had 30+ years of service. Let me tell you 30 years exposed to traffic conditions is along time for one person. People either quit or transfer, the main issues are pay, traffic volume and exposure to the dangers associated with working around traffic. I have at least 20 years before retirement. It would be overwhelming if there is a major change in compensation before I retire. Until then we can only hope that this is a real effort in making changes and not just another attempt to employ people to take another survey about pay issues!

Email 175

Where can one begin with a comment on this subject? As a parole officer, we are required to have 4 year college degrees, unless you have experience that may substitute to qualify you in the educational arena. Yet our starting pay is \$15.07 an hour. This may sound like a good wage, but when you have other criminal justice agencies starting at \$18 plus an hour, you either loose good parole officers to other jobs, or cannot pull good, qualified applicants.

I have a Master's Degree in Organizational Management and 32 years experience in the criminal justice system. Yet I must work a part time job at \$9.00 an hour and require my wife to work in order to make ends meet.

Kansas has long been known for paying low wages. It has been assumed in the past that the cost of living index was lower in Kansas, so pay could be lower. This equation is not good anymore. With fuel costs and food costs

skyrocketing, the wages have only increased a measly 2% the past two years. And this year, a 2% with a performance appraisal bonus? The original 4% plan across the board would have been a much more appropriate pay plan for this year.

A pay study and pay grade increase is definitely in order. Not to downgrade my sisters and brothers who work in the prisons, but keep in mind that a parole officer I is the same pay grade as a corrections counselor I and a corrections specialist I. A pay grade 22 is inappropriate for a parole officer. It is much more dangerous to work in the community. Much more unpredictable. And the liability factors are much higher against a parole officer than a corrections counselor I or a corrections specialist I. I have been a corrections counselor and also have worked inside prisons for 13 of my 32 years experience. So, I am well qualified to speak on this subject.

I really like my job as a parole officer. But the compensation received is inappropriate for the skill set and education which I possess. It would be nice if the state would compensate more for employees with higher educational degrees and experience in the criminal justice system.

Last but not least, I hope you can do something to fix this system. To lose good parole officers to other employers is unfair to this agency and to the tax payers of the State of Kansas.

Thank you for allowing me the opportunity to address this issue.

Email 176

I wanted to respond to the #3 item: all of the points should be considered in pay evaluation. All of these points have a direct effect on how the job will be performed.

Email 177

I think the State of Kansas needs to revise the pay plan. Skills, education and experience should have more impact on pay. It seems to me not only should an applicant meet the minimum qualification but if that applicant has more experience, skills or education than the requirements, then the new hire/applicant should receive more compensation for exceeding the minimum requirements.

Also when an employee receives an exceptional evaluation that employee should receive more compensation than the employee who receives a satisfactory evaluation.

The criteria for pay in my type of work would be training or skills, work performance and longevity. I think longevity incentive needs to be included to give an employee something to look forward to and stay working for the State of Kansas.

I hope The State Employee Compensation Oversight Commission can prepare a pay plan that will fair to all classifications. I hope employees will be able to comment on the new plan before it would go into effect.

Email 178

Thank you for the opportunity to comment on some of the pay issues that are challenging State of Kansas employees. I would like to give a personal example of a pay issue that happened to me just recently.

Director Larry Welch sent to Personnel Services a request for a two-step pay increase for me, Administrative Officer I, currently at Step 13 (\$17.88/hr). I was told the agency had the funds to cover this raise and did not anticipate any problems with me being approved for the two-step (5%) increase.

I was informed on June 11 the pay raise was denied because I was in a "classified" position. It was pointed out to me that even though compared to other employees in my same classification that I was at the low end of the pay range, the others were being paid higher because they were in unclassified positions. It was further explained that one other employee in my same classification who is also in a "classified position" was being paid at a lower rate of pay than me, therefore, the raise was denied.

In my opinion, the system is clearly broke when an employee who is recommended by the director of an agency as deserving of a raise, is denied the raise only for being in a "classified position". I was always under the impression that a "classified" position was in place to help employees, not hinder them.

Thanks for the opportunity to express my concerns.

Email 179

It is my understanding that you are seeking input regarding state pay plans and compensation. I can tell you from personal experience that the system needs to be reviewed. I don't have details about other positions. But, I can provide you with a personal example of the unequal pay among a class of employees.

I am an Attorney for SRS in Child Support Enforcement(CSE). In the study, which the legislature had prepared,

regarding positions that were paid below market value, Attorney Is were listed at from 24% -27 % below market value. The Attorney Is did not receive the additional 5% raise for being paid below market value. Of the 50+ Attorney I positions, approximately 90 % are CSE positions. I understand that people really aren't concerned about Attorneys and assume that they are all overpaid. However, CSE is losing our long-term, experienced Attorneys to other agencies and the private sector because they just cannot continue to work for pay that is unequal to their peers.

In many agencies, there are no longer Attorney I positions. In SRS, Attorneys start at Attorney I and then are reclassified to Attorney IIs at 6 months or a year without a change in job duties. Except, for the CSE attorneys. In CSE, the Attorneys are hired as Attorney Is and the positions are never upgraded. The Attorney IIs in CSE are the supervising attorneys who supervise numerous Attorney Is in their respective regions. The other attorneys in SRS receive an upgrade at 6 months to a year which then has them earning more income than the CSE attorneys who have years of experience.

In other states, Texas for example, CSE attorney positions are based on years of experience. The pay information is readily available on the Texas Attorney General's website.

It is my understanding that this fiscal year, CSE central office presented documentation to former Secretary Daniels that the Attorney I positions should be upgraded to Attorney IIs. Other positions in CSE were also to be upgraded to be compensated in line with other SRS positions. It is also my understanding that Secretary Daniels agreed that these positions should be upgraded and that the cost could be funded with the monies that CSE had saved on the new contract for the Kansas Payment Center. Secretary Daniels left his position before any upgrades were implemented. The documentation then had to be resubmitted to the new administration. The information now provided to CSE staff is that there is no money in the budget for upgrades.

However, I have been told by an APS (adult protective services) worker that she and other staff were told at a unit meeting that the new Attorney I in the Topeka Service Center, will soon be upgraded to an Attorney II.

It is very frustrating to be paid less than the other Attorneys in SRS and the rest of the state agencies. CSE Attorneys spend more time in Court than other state attorneys, have incredibly high caseloads (some of the enforcement caseloads are well over a 1000), and through enforcement actions bring millions of dollars into the SRS general fund as compared to the other attorneys in SRS. Monies collected by CSE attorneys to recoup cash assistance go into the general fund and provides funding for many of the other SRS programs. And yet, CSE Attorneys are paid less than the other Attorneys in SRS and other agencies.

Many of our long-term attorneys have left the agency, and in some cases, state employment altogether, because the positions are not paid competitively with the private sector or even within the state system.

This is just one example. I am sure there are others. I believe most classified state employees would welcome some sort of change to the current system.

Email 180

From a management perspective, I like having the pay grades with options to lobby for a increase in pay for certain skills a prospective employee brings to the position. When I know what the person can make, and then the most they can make, then it helps with budgeting and discussions with the employee, etc. We all know the expectation shouldn't be that we'll get rich working for Government but it should be enough to be attractive. T

here should be some incentive for employees to continue working for the State and I would suggest we continue to fund the step increases with a periodic COLA. These step increases wouldn't happen with a satisfactory evaluation (this should be enforced by DPS).

The problem with the pay scale is that when you reach the top, then it becomes prohibitive to continue working for the State. If we are interested in retention of employees and institutional knowledge, we should encourage people to stay with us. One incentive could be some payment of the health insurance premium the State pays if the individual works a certain amount before retirement. Although all would like money, it may be more tempting to invest in the health insurance coverage. A lot of people want to have assistance with that--which they do not get now.

Email 181

The current system of using step increases should remain for the following reasons: The state system has a very large number of employees which results in a large number of supervisors. The supervisors have widely varied styles of management. If compensation is based on performance, even if training on administering this is provided, it will not be applied equally within agencies, departments, or even offices. I can see the merit in a performance based pay for a small private business; however, without equal administration of this plan, it will result in constant comparisons and

disgruntled employees and there will also be supervisors who just give everyone exceptional ratings to avoid dealing with complaints.

This is why it is so important for employees to receive regular step increases. The problem is that legislators do not make this a priority year after year within the state budget. This, more than any other issue with pay, is what we hear the most complaints about. The time and expense of attempting to re-invent the employee pay system would be much wiser spent in ensuring consistent step increases for employees. Administrators can adequately deal with performance issues -- again, this will not be equally addressed due to different management styles, but is better dealt with in the evaluation process, not connected with wage increases.

Employees who have been with the state long enough to reach the final step of their pay grade could, in addition to longevity pay, be compensated with some type of increased retirement benefit (possibly a decrease in the cost of health insurance). This would certainly give employees incentive to stay long term with the state.

Email 182

I have been employed by the State of Kansas for nearly 28 years. During those years I have relocated 3 times, one with demotion (my choice) and two with promotion. When the bottom of the pay scale was removed by steps, the top did not receive additional steps, narrowing the pay scale unlike in the private sector where most do not have a cap on their pay scale. I totally agreed that with the cost of living the lowest steps needed to be removed but feel that the top should have added equal number of steps which to my knowledge did not happen.

Also being with the state for so many years, the cost of living increases have not been sufficient according to "increase in cost of living reports". In my earlier years with the State of Kansas, employment for the State of Kansas was desired employment because they kept up with the cost of living increases. That is not true in the past 10 years. I have friends in the private sector that have received numerous cost of living pay increases ranging from 3-7% and that is the range of cost of living that I received during my first 17 plus years with the State of Kansas.

Also, the longevity pay has a cap and I have received the same amount for years so raising the cap amount would be another option for more appealing benefits.

If the above is not feasible then it would be very appealing for State of Kansas employees if when retiring they would be provided continued health insurance by the State of Kansas as a benefit. The upper level of government (Federal) employment provides this benefit.

Do not mistake me, I have enjoyed my years of employment with the State of Kansas and the wonderful people that I have had a pleasure to meet and work with.

Email 183

As is obvious to everyone, the State of Kansas pay plan is flawed. As such, consideration of major restructuring is in order.

A little about my background may aid in providing my relevance and opinion on this topic. I have been employed by the State of Kansas for only the last 4 ½ years. Prior to this I was employed by the United States Department of Justice, Federal Bureau of Prisons from where I retired, and even prior to that, by the U.S. Army. It is easily recognized that my entire adult life work experience has been with a government entity. This has provided me with insight of the inner workings of various areas to now provide what I see as a beneficial opinion on this topic.

I shall reply to each of the questions posed to all employees and then proceed from there with my additional comments.

Number of Pay Plans: Separate pay plans for differences in technical ability versus administrative staffing would be best served to address all positions within the state. By providing this option a realistic classification system can be modeled to accurately reflect the actual duties of the varied positions throughout

the state. This will provide a much more diverse pay matrix that can be applied to encompass all areas of state employment.

Structure of Pay Grades: The step program should remain intact. The basis of pay scales without steps could and most likely would turn into a popularity contest with valued employees that produce for the agencies being overlooked. With the extremely low level of enthusiasm among the personnel and upper management staff within the state system, it is more than probable that most productive employees will not receive raises, as they should without structure to support them. Relying on a upper level supervisor or personnel officer to insure a valued employee receives just compensation is not a realistic option that should be considered. Within a small agency, this may be possible. Larger agencies tend to overlook employees and do not seem to be as concerned with providing incentives to aid in their retention.

Basis of Employee Pay: From past and present experience, I believe that the basis of the pay plan should remain structured around length of service. The possibility for additional incentive raises due to performance, evaluations, or increases in skills and knowledge should become an additional option. A problem with the performance raises is the factor of the majority of the State of Kansas technical upper level supervisory/management staff are not motivated enough to become involved with providing the paperwork and documentation that would be necessary to pursue this type of increase in pay for employees. From my observations, these same staff as well as personnel employees believes in the concept of “status quo”. It makes their jobs much easier and the only person damaged by their inability to reward productive employees is the few that could benefit from this concept. A large majority of the employees, including upper level supervisory staff are not motivated enough to go the extra distance in pursuing an incentive raise or the reclassification of a position when warranted, for their employees.

Pay Administration: Although the mission of each individual agency may differ, the position classification system should remain in place to encompass the entire State of Kansas without the opportunity to inadvertently provide the possibility of favoritism. A large agency with a larger operating budget may be more apt to want to provide higher salaries to recruit higher skilled personnel. The exact opposite may happen with a smaller agency with tighter budget restraints. Their caliber of personnel may be less experienced and paid less as a result. This would greatly compromise the overall mission of the State of Kansas and further the gaps in pay within the system. Agencies should become more concerned with the wasting of state funds by their employees. Examples are, reserving a rental car and later deciding they don't need it but failing to notify the rental office resulting in the agency being billed for one day of rental. This is repetitive behavior within many agencies both large and small. The unnecessary travel of numerous employees to a single conference is another. Why not send a delegation that can bring the information back to disseminate to all staff that may benefit from the information received. Sending an entire office is a waste of state funds, especially when some of these conferences are held in high cost areas resulting in large levels of expenses. These management and planning decisions would greatly reduce state waste of monies and provide for the opportunity to further increase inner agency pay levels without an increase in operating and overhead expenses.

In summary, a pay plan that is based off of Longevity with multiple pay scales to provide for all positions and a universal position classification system should remain in place. Performance based raises should remain an additional option to further provide the opportunity for employers to retain valued staff. The incentive program should be in addition to the longevity matrix. An example would be as follows. An employee receives a cost of living raise in June/July under the present program as usual. This employee is scheduled for a step increase for longevity purposes in August (an anniversary date of employment from the last step increase). The employee receives this step increase as scheduled. This same employee receives an annual performance review and the overall rating is of the highest rating possible due to outstanding performance during the past year. This employee would then be raised one additional step on the pay scale due to performance. This incentive to perform at the highest level would increase productivity and aid in employee

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retention.

The existing “Longevity Bonus” should be abolished and these monies placed back into the system to aid in providing productive employees with their incentive based raises. Longevity bonuses are an automatic bonus that has no productivity benefit. Not everyone would agree with all of the pay plan concepts I have suggested such as a removal of longevity bonuses, but this is but one area that has no incentive to employees other than they “put their time in” to get one every year. There isn’t a retention factor to consider or performance basis to this concept, only being rewarded for years of service. This can and should be accomplished through longevity step increases within a pay grade.

All measures to insure that the longevity based step increases are actually awarded and not removed from the budget should be pursued at all costs. By the removal of this program, new employees are being paid the same as employees with numerous years of experience. This is creating a major rift within the agencies and only creates dissention and counter productivity among staff. The incentive to stay within the state employment ranks and an agencies ability to retain quality staff is not being served by continuing this practice. Presently, the only way to receive a pay increase is to move around the various agencies within the state system. This leaves lapses in levels of knowledge and experience that can be detrimental to agency goals as well as increases in expenses to an agency in the form of training staff into the position.

The concept of “Classified” and “Unclassified” should be abolished. The use of unclassified employees in the positions of upper management and political appointees should remain separate from the classification of full time employees due to their political impact. These management employees should have a separate pay scale that mirrors a classified position but leaves a door open for removal at the leisure of the governor. Staff that are in upper management positions now that are presently considered to be classified should be notified that effective on a certain date the position becomes either unclassified or however the position would be titled. An explanation of the decision process should be provided to clarify that due to reclassification, this decision has been made and if they do not wish to be classified as such than other employment options should be pursued. Retention of the top managers is not at issue. Most of these people should have either moved on years ago as they are not serving the best interest of the people of the state or are just putting in their time until retirement. The concept of being knowledgeable and unable to be replaced is a fallacy. The state has functioned for years prior to their employment and will continue to function in their absence. However, lower level positions such as administrative personnel, and in some instances, technical staff that are considered to be unclassified, should be either placed into “temporary” positions not to exceed one year or be reclassified into a “classified” position. Unclassified employees are used throughout the state offices doing the exact same work as classified personnel. Many have full benefits, and some are even paid more than the classified employees are. By making them permanent classified employees, the agency has deemed that position critical to departmental goals. If the unclassified position is not critical, make it a temporary position, remove the benefits, and if the work cannot be completed within the one year time frame (instead of the 999 hours title), the position needs to be reassigned. There are numerous employees that have held an unclassified position for years doing the same work. If this position is that vital than make it a part of the agency staffing. The concept of classified verses unclassified is a major driving factor in job applicant’s considerations. Why apply for an unclassified position when a classified position is available? The reasoning is never clear behind how a position should be categorized. By providing full benefits to an unclassified position, the wrong message is being sent. If the person is valued enough to receive state employment benefits than pay and classify them into classified positions. The streamlining of positions into “classified” or “temporary not to exceed one year” would direct funds to programs that can substantiate the need for the position. This would eliminate the high quantity of employee turn over from unclassified to classified and the ongoing need to train staff to perform these duties.

The idea of an overhaul of the State of Kansas pay matrix is both exciting and complex. Although this response is tailored to the federal pay matrix to some degree, their system is time proven and there is little

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complaint. Other states seem to encounter problems similar to the present problems being encountered by the State of Kansas. The need to try and tailor a new pay plan after another state when there are ongoing issues there as well is counterproductive at best. Establishing a plan that can be put into place and maintained as originally intended should be the goal of the committee. The other points I have considered here are just as vital and need to be rationally considered when discussions of a new pay plan is progressing.

As with the implementation of any new program or idea, there will be the threats of staff taking early retirement, or quitting and going to work elsewhere. These threats are to be considered as being without merit and as such are disregarded. If indeed people decide to leave state employment, than a large number of those would be the dissatisfied staff that have failed to be productive for some time and those who were already in the process or either seeking outside employment or considering retirement long before these issues came about. The quality and caliber of staff would only increase with these losses of the so-called dead weight to the system. Younger staff with more modern ideas and education could be worked into lower level positions and progress up through the pay matrix as well as be afforded increased promotional potential through the upward movement of the staff that remained loyal to the State of Kansas through the transition period. This progression would also result in a younger work force that is being lower on the pay matrix resulting in an overall more efficient government. Staffing levels may be reduced to consolidate duties thus eliminating the need for many positions within an agency. Funding levels could remain the same which would result in the ability to work with the new pay plan and provide incentive based raises to deserving staff.

Although this response is quite lengthy, it is only a sampling of my ideas and concerns with this issue. If there are any questions or comments concerning my ideas and points, please feel free to contact me.

Email 184

COMING TO SPEAK BEFORE YOU SOUNDS INVITING SINCE COMMUNICATIONS WAS ONE OF MY MAJORS IN COLLEGE AND THE CLASSES I HAVE TAUGHT BUT SINCE I DO NOT HAVE THE TIME TO GET OFF WORK NO THE ENERGY TO DO THE RESEARCH ANYMORE THEN I WILL DO THE NEXT BEST AND USE MY PEN INSTEAD OF MY MOUTH. YOU DO NOT KNOW HOW LUCKY YOU ARE.

FIRST OFF LET ME ESTABLISH MY CREDIBILITY. I HAVE WORKED FOR SRS FOR OVER 31 YEARS. I HAVE TAUGHT IN KANSAS SCHOOLS FOR OVER 13 YEARS. THE TEACHING WAS TO GAIN BACK SOME OF MY SKILLS OF MY EDUCATION. MY EDUCATION CONSISTS OF A BACHELORS OF SCIENCE IN EDUCATION+THE HOURS TO FULFIL THOSE NEEDED FOR A MASTERS.

OF COURSE THE DOWN SIDE OF MY HISTORY IS: OVER THE 31+ YEARS HAS BEEN SERVED AT THE SAME LEVEL, AN HSS I (AKA, IMW I AND EES I) WITH THE STATE SOCIAL AND REHABILITATION DEPT. NO MATTER HOW HARD I WORKED OR HOW MUCH I APPLIED, MY REPUTATION FOLLOWED ME AS A REBEL OR FIGURATIVELY SPEAKING IF I HAD BEEN BORN DECADES AGO I WOULD HAVE BEEN ONE OF THOSE FIGHTING AGAINST THOSE WHO SAID THE WORLD WAS ROUND AND ASKING THEM FOR PROOF. A FREE THINKER IS NOT THE MOST WELCOME PERSON AROUND WHEN TRYING TO CONVINCCE SOMEONE OF SOMETHING YOU DO NOT BELIEVE YOURSELF BUT IT IS POPULAR. THOUGHT OF THE DAY. BUT I AM STILL EHRE BECAUSE I AM A HARD WORKER AND BECAUSE I AM HONEST TO A FAULT. BOTH CAN BE ATTRIBUTED TO GOOD PARENTS AND TEACHERS.

THEREFORE BE ASSURED WHAT YOU READ IN THIS OPINION WILL BE TRUE AND SINCERE..

PLEASE PARDON THE ALL CAPS BUT IN MY POSITION SPEED AND ACCURACY IS EVERYTHING AND MY TYPING IS FASTER THIS WAY AS WELL AS THE ERRORS ARE FEWER.

1.# OF PAY PLANS: ALTHOUGH SRS IS MY ONLY EXPERIENCE WITH THE STATE IT WOULD APPEAR THAT EACH DEPT. SHOULD BE ALLOWED TO ESTABLISH THEIR OWN PAY PLAN ACCORDING TO THEIR OWN WORK PLANS. ISN'T IT DIFFICULT TO APPLY THE SAME PLAN TO EVERY SITUATION? YOU HIRE TOP MANAGEMENT FOR EACH DEPARTMENT SO USE THEM TO DECIDE THEIR OWN RANK AND FILE BUT ESTABLISH A COMMISSION TO APPROVE OR OVERSEE THEIR DECISIONS SINCE THE TOP IS NOT ALWAYS THE BRIGHTESTS STAR IN THE SKY.

PLEASE FOR GIVE THE METAPHORS. IT MAKES IT EXPLANATIONS EASIER.

2. STRUCTURE OF PAY GRADES: SINCE TRAINING NEW EMPLOYEES CAN BE EXPENSIVE YOU MUST MAKE INCENTIVES TO STAY. SUCH AS AN INCREASE AFTER A CERTAIN TIME EPRIOD TO COINCIDE WITH DAYS

OFF BUT MORE OFTEN. EXAMPLE: PAUL STARTS TO WORK IN JUNE. AFTER SIX MONTHS HIS SICK AND VACATION LEAVE BEGINS. GIVE HIM A PAY INCREASE ALSO AT THAT TIME, AND NOT BASED ON PERFORMANCE. IF HIS SUPERVISOR DOES NOT THINK HE PASSED PROBATION THAT SHOULD HAVE BEEN DECIDED LONG BEFORE THE END OF THE SIX MONTHS. I HAVE SEEN TOO MANY LET GO ON THEIR SIX MONTH ANNIVERSARY NEVER UNDERSTANDING WHY SINCE THERE WERE NEVER ANY WARNINGS OR PRE-EVALUATIONS (SHOULD BE MANDATORY) TO TRY AND GIVE THEM A CHANCE FOR IMPROVEMENT. MOST OF THE TIME IT WAS BECAUSE THE SUPERVISOR HAD SOMEONE ELSE IN MIND FOR THEIR JOB. IT HAPPENS AND THAT IS ONE OF THE REASONS FOR THE EXTREMELY UNHAPPY WORKERS. THEN MAKE INCENTIVES FOR PAY RAISES. SUCH, AS TRAINING FOR IMPROVEMENT. AFTER YOU HAVE TAKEN A SERIES OF TRAINING YOU CLIMB TO ANOTHER LEVEL WITH A PAY RAISE AND A CERTIFICATE OF APPRECIATION;. NOT TAKING SICK LEAVE OR LITTLE SICK LEAVE TAKEN WOULD BE ANOTHER LEVEL WITH A RAISE AT THE END OF EACH OR EVERY SO MANY YEARS. COMING UP WITH INNOVATIVE IDEAS WOULD BE REWARDED; INCREASING YOUR EDUCATION WOULD BE REWARDED. NOT JUST GIVING AN ANNUAL RAISE WHICH IS USUALLY SO SMALL THAT EVEN WALMART GIVES THEIR EMPLOYEES BETTER RAISES, YOU WOULD STILL HAVE TO HAVE COST OF LIVING RAISES EACH YEAR BUT STEP INCREASES WOULD BECOME INCENTIVE RAISES DETERMINED BY WHAT EACH ACCOMPLISHES AND NOT DETERMINED BY HOW WELL SOME SUPERVISOR LIKES YOU. DO AWAY WITH EVALUATIONS EXCEPT TO WARN OR HELP IMPROVE SOME ONES ACTIONS OR BEHAVIOR., THEN THREE STRIKES AND YOU ARE OUT REMEMBER WHEN YOU GIVE US A RAISE YOU ARE INCREASING TH STATE'S REVENUE.

3. BASIS OF EMPLOYEE PAY: I WILL TRY TO GIVE MY OWN IDEAS OF THE PROS AND CONS OF EACH.

WORK PERFORMANCE: PROS: THIS IS THE ONE I THINK WOULD BE BEST IF YOU DO NOT LEAVE IT UP TO THE EVALUATION SYSTEM YOU NOW HAVE. BUT BY TANGIBLE ACCOMPLISHMENTS, SUCH AS THE ONES LISTED IN #2 ABOVE. THIS SHOULD LIFT MORALE SINCE COMPETITION WILL BE ENCOURAGED AND REWARDED APPROPRIATELY. HEALTHY COMPETITION CAN BE PROFITABLE TO ALL INVOLVED IF HANDLED RIGHT I KNOW, I WAS A DEBATE AND FORENSICS COACH AND A GOOD ONE. CONS: WITH OUT SOME SORT OF CHECKS AND BALANCES IT CAN DRIFT INTO THE "GOOD OLE BOY" STYLE. WHO EVER THE "BOSSSES" FIND FAVOR WITH, REGARDLESS OF HOW THEY CONTRIBUTE TO THE WHOLE TEAM.

EDUCATION, TRAINING, AND/OR SKILL ACQUISITION: PROS: THIS IS GOOD AS IT ASSURES EXCELLENCE IN TEAM KNOWLEDGE AND QUALITY OF POSITION PERFORMANCE AS WELL AS OPPORTUNITY FOR GROWTH. CONS: THE DEPARTMENT MUST SEE TO IT THAT ALL ARE GIVEN THE SAME OPPORTUNITIES TO PARTICIPATE. SOME ARE JUST LOW ACHIEVERS INCAPABLE OF LEARNING NEW IDEAS OR UPWARD BOUND ACTIVITIES. SOME ARE JUST PLAIN HAPPY WHERE THEY ARE, THAT IS THE MINORITY I BELIEVE.

JOB RELATED LICENSURE AND CERTIFICATION: PROS: ASSURES A STABLE TEAM AS THERE WOULD BE THOSE OLD TIMERS, SUCH AS MYSELF, WHO WILL ALWAYS BE AROUND TO TRAIN THE YOUNGER ONES. CONS: SOMETIMES WE OLDER ONES DO NOT LIKE CHANGE AND THERE IS BURNOUT.

BUT THE ABOVE IDEAS FOR STRUCTURE OF PAY GRADES COULD ASSURE THAT EVERYONE HAS AN OPPORTUNITY TO GROW AS FAR AS THEY WANT TO WITH THEIR APPROPRIATE REWARDS.

4. **PAY ADMINISTRATION:** GIVE IT STRICTLY TO THE REGIONS OF EACH DEPT. BASE IT ON NUMBER OF FULL TIME POSITIONS NEEDED TO MAINTAIN WORK NEEDED TO BE COMPLETED BY EACH DEPT. IF THEY DECREASE THEIR EMPLOYEES THEY WILL GET LESS MONEY. THEY CANNOT INCREASE THEIR EMPLOYEES WITH OUT GOOD REASON TO THE COMMITTEE ESTABLISHED BY THE LEGISLATURE FOR CHECKS AND BALANCES.

AT THE PRESENT TIME, AND I AM SPEAKING STRICTLY FOR SRS, I HAVE NO WAY OF KNOWING THE STRUCTURE OF THE OTHER DEPT, BUT WE ARE SUFFERING FROM THE DOLLY PARTON SYNDROME (TOP HEAVY) THIS WOULD KEEP THE DECREASING OF LINE WORKERS FROM HAPPENING AND THE LEGISLATURE COULD CONTROL THE CREATION OF UPPER MANAGEMENT POSITIONS HOPEFULLY.

THOSE ARE MY IDEAS SPEOKEN FRANKLY AND HONESTLY. YOU HAVE A LARGE LOAD ON YOUR SHOULDERS AND HOPEFULLY SOME OF THESE IDEAS ARE NOT SO FARFETCHED THAT YOU CANNOT AT LEAST PIC SOME IDEAS FROM THEM..

Email 185

One of the current primary pay incentives is to gain longevity. This does not encourage incentive, innovative thought, reasoned risk taking, or any action that may disrupt the current status quo.

Find ways to measure, enforce, and reward, performance, aptitude, and potential WITHOUT REVERTING TO FAVORITISM AND CRONYISM.

Good people will rise to the top of a fair evaluation and reward system.

Email 186

My perspective is one of a 30+ year State of Kansas employee. The current civil service plan is not "broken". The only problem has been lack of funding in order to advance an employee the annual step. Those at the end of the pay range have had to stay there because of lack of funding. So, unless you are willing to put more in the budget for state employee salaries, you can change pay plans all you want to no avail.

One answer would be to give a better cost of living increase to all state employees with a satisfactory rating and none to those with an unsatisfactory. That should make some people take notice!

Thanks for the opportunity to express my view.

Email 187

Question 1: I feel it would be better to have more than 1 type of pay plan.

Question 2 : Seems like it would be more fair to have an open pay system. You then could base the wage on experience rather than starting at the bottom of the pay scale.

Question 3 : Education, training, and/or skill acquisition.

Email 188

I have worked for the State of Kansas for 6 years. As someone who has worked mainly in manufacturing, I think the current pay plan is good. I changed jobs for security. I think longevity is a good thing to reward. Change is not always the best way, though it is inevitable at times. Thank you for listening..

Email 189

1. Number of Pay Plans. Multiple pay plans could work if it was limited. However I do not see the advantages of having one large pay plan that covers all the various salary levels, and 3 pay plans covering different sections of pay levels. I can see alot of room for abuse or inequality if some jobs are slotted to one pay schedule, and other jobs that are similar are given a different pay schedule.

2. Structure of Pay Grades, I am strongly AGAINST having a min and max pay range, with no steps. The reason is most managers are human, and 'likable' people tend to be rewarded favorably, and 'unlikeable' people penalized with out regard to skill or ability. I think any study would show that the ones who suck up the best to their managers are the ones that get the promotions and raises- deserved and undeserved. The only way to level this is to have the step merit system as it is now. Managers will still promote the 'likeable' people to higher positions, but at least those who are valuable in their skill sets will still get a step increase once in a while. I know of people stuck in positions because they are not hired internally for other positions due to their critical skills in their current position. Plus, there are managers who rate everyone as 'exceeds expectations' for all their employees, while another manager of the same level, and the same people will only put 'satisfactory' on their people, doing the equivalent job at the equivalent skill level. The current system minimizes some of this normal human variation. I can see alot of abuse happening with the min/max pay range.

3. Basis of Employee Pay. I can see both sides to this one, I'd prefer a 'testing' of employees to evaluate their performance if there is to be some pay raise tied to skills.. again, the managers can have a wide variation on how they rate the performance of the same skill level and skill set.. maybe a combination of testing and longevity would be workable.

4. Pay Administration. I'd go back to testing those to promote them to the next salary grade, and not just have the min/max pay plan. As for trying to keep it the same statewide, that is a hard task. I think most agencies would need to watch comparable salaries and ranges to keep from loosing people to a different agency that pays higher for the same job. On the other hand, most employees only worry about how their position stacks up in the agency they are in right now, because they know they are all the same pay level state wide. I can see the need for some positions to need a wide variation, but not sure of the best track to solve this issue.

Thank you for your time and consideration.

Email 190

As a state employee of nearly 28 years, I feel it is my duty to provide feedback on the issues addressed in the current letter. I do not claim to be well-versed in all matters relating to human resources and compensation, so these are only my opinions, for what they're worth.

1. Number of pay plans---Creating more than one pay plan may have some merit. The State workforce is very diverse, and there may be advantages to developing multiple pay plans tailored more to unique segments.
2. Structure of Pay Grades---Coming from a fiscal background, I prefer the structure that exists in the current pay plan. It lends itself to better estimation of budgetary needs than an open-structure or stepless plan would. It would be more difficult to make accurate projections if the salaries could fall anywhere within the specific pay range.
3. Basis of Employee Pay---This is probably the most difficult area to achieve equity and reasonableness. Longevity is certainly not an ideal criteria on which to base pay. Simply because a person has been around for more years than another person in the same classification does not mean they are a 'better' employee, who deserves better pay. Work performance would be a better basis for pay distinctions, but this can be very subjective, depending on the employee's supervisor(s). Many state employees work in service type positions, where it is difficult to quantify good work performance. What one supervisor considers good performance, may be considered mediocre by another, when in actuality the two employees are performing at almost identical levels. Because of the subjectivity of work performance as a basis, there would be more room for 'the good old boy' system to develop, as well as increasing the odds of employees filing complaints of differential treatment using pay raises and compensation levels as the reasons.

Education, training, and/or skill acquisition and job related licensure and certification could all have some merit for being used as a basis for pay differentiation. This is an area that is worthy of further consideration.

4. Pay Administration---I'm not sure I fully understand what is being asked here. It sounds like there would be consideration of valuing one agency and its employees over another agency, with differential pay based on that valuation. If this interpretation is correct, I don't agree with that concept at all. I don't think it would be wise to try and determine a hierarchy of agencies whereby the Department of Transportation might be a more valued agency than say SRS, the Department of Corrections or the Department of Administration.

Email 191

Question 1. I do not see anything but confusion on having more than 1 pay plan.

Question 2. See question 3.

Question 3. I would rate work performance at the top of the scale. Hard work should be rewarded with higher pay. With the quality of training that goes on anymore that it should never be a criteria for pay scales.

Question 4. To start with you should not ask a state employee how their department ranks against other state agencies, especially where pay is involved. We are some of the most greedy workers you will ever find. I think like jobs in agencies should have the same starting base and work performance should be the criteria for raises.

Email 192

As a supervisor I have seen a lot of dissatisfaction with the state pay plan, not for what the employee is getting paid but for the fact that the new guy is getting paid the same as what someone who has been in their position for several years. For example, a person was hired on in our office in 1999 at range 19 step 1. In 2000 there was a reorganization of the pay matrix eliminating steps 1 through 3, so that person moved to step 4, but the matrix was to freeze for one year. Since 2001 that person has either not received a raise or only received a COLA raise. If a new person is hired into our office now they will start out making the same money that the person hired in 1999 is making. This is not fair to the person who has put in 8 years of service. This causes people to be disgruntled with the state and feel they are not as well appreciated as the new person. This year I believe we received a 2% COLA and a bonus. Why didn't we just get the step raises as we should have? It would have amounted to the same amount of money. The only people who do not benefit from a step raise are those people topped out on the scale. But, now that step 16 was added to the matrix those people should also be able to get the step raise. I guess I just don't understand the people who decide how things are done.

Email 193

1. Number of pay plans. Multiple pay plans better than a single pay plan.
2. Structure of Pay Grades. Use pay grades without pay steps.

3. Basis of Employee Pay. Work performance.

4. Pay Administration. Create specific positions for individual agencies to meet unique needs.

Email 194

I am a registered Civil Engineer with 15 years of experience with two full time jobs to make ends meet. I have brothers that didn't graduate from high school pass me by with regard to pay. I thought I went to college to benefit me some way financially. There is no study done yet that must be telling the truth that engineers are paid commensurate to their skill set. Vacancies should tell most of the story but I have done the interviews and we are not getting quality employees any more. KDOT's capabilities has fallen off significantly and I question its ability to meet future needs for the public.

I like the job I like the people but for me KDOT's days are numbered and that is almost entirely a decision based on pay. I don't work here for the fun of it.

When I started here the pay scale was presented to me in a way that I was without doubt to get the yearly step increase and the only way it would be different is if I was promoted, demoted, or reached the max. If we as state employees did a good job and there was money in the budget the whole matrix would be adjusted up. It seemed like a fair and logical system; well as we all know that was not true for I should be making far more if it was. There is little reward for longevity as we often see adjusting the lower end of the scale but not the middle and top. Evidence to this is that most people in my same pay grade that started many years after me receive the exact same salary. Funding of the steps is used as a way to balance the states budget and our pay matrix is a tool, better word might be toy, for the legislature. Whatever you think your doing believe me that the general KDOT employee believes it won't serve their interest, it will serve the interests of the legislature, balancing the budget, and getting votes.

One good place to start fixing the system so the step increases is a turn key fully funded without question fact. A step is a reward for longevity and not considered a raise. Other raises are the tool the legislature can use but steps must be funded and not toyed with. It's time to reward the employees that hung in there and nobly giving their best effort with more work and less staff every year.

The states best assets are it's people. Know it! Believe it! Demonstrate it! Do what you have to to ensure you keep what assets you have left.

Email 195

I would like to see another pay plan, specifically for KCC Petroleum Industry Regulatory Technicians. The present civil service pay plan that we are paid by is not competitive with the petroleum industry regulatory standard of pay that we as petroleum technicians hear about every day. It is very discouraging to hear what our fellow industry friends are making in wages compared to our out-dated pay plan. I am only on a step 5 after being with our agency now for almost 10 years, in industry we had 3-4% COLA's every year I was with industry. So in 10 years, I haven't even kept up with inflation, let alone just the cost of living. Work performance and longevity would be an incentive for giving more step increases, the longer an employee is with his employer, it would only seem logical that he or she be higher on the pay scale. It is truly a shame that the state of Kansas can't pay petroleum industry regulatory technicians a competitive wage, up with the rest of the petroleum industry.

Email 196

1. Pay Plans I believe it would be OK for the state to use more than one pay plan. The thing is they need to follow or fund the pay paln they have. I have worked for the state 8 years and have only received one step increase since I have been here. People working at the same position I work at get paid the same as I do. I consider that very unfair.

2. Structure of Pay grades. I think either one is fine. Again the State needs to be able to fund it every year. I doesn't make sense to have step increases or pay grade increases if the legislature is not going to fund them. If they put on a step increase pay freeze it doesn't make any difference of what you have.

3. Basis of employee pay. 1. Work performance 2. Education 3. Longevity

4. pay Administration. I would give the authority to the local agency as they are more aware of the needs of their employees.

Email 197

2. - I think the steps in the pay grade is probably a good thing, as it seems fair to everybody. At least they would know what their pay increase is going to be.

3. - I feel longevity should still be the determining factor. To some degree there is a "pay for performance" now, as you have to have at least a satisfactory rating to be eligible for a pay raise.

1. & 4. - I don't feel I know enough about these issues to give you an opinion.

Email 198

We need to go back to the steps that we had before. I have been back for 5 years now and if I quit tomorrow the person they hire will be at the same rate of pay I am currently at. There is no compensation for knowledge/good performance evals. I don't believe the step increases should only be based on Evals. You have some supervisors that never give a good eval no matter what performance one does or they just don't like ya. Thank goodness that's not my case. The cost of living we've rec'd in the past few years is way behind the cost of living increase that State Employees face daily. Even with the so called bonus we are still behind times. Thanks for the opportunity to voice my opinion.

Email 199

My only comment is based on #3 "Basis of Employee Pay". I don't feel it is fair and equal treatment of employees when an employee who has been with the State of Kansas longer than others in the same job classification and even the same office is receiving the same amount of pay as and employee who has just come into that classification of job title. For example and Engineering Technician who has been with the state for 4-6 years receives the same pay as the ETA who has just completed their 1 year and 40 points promotion to and ET. The new ET does not have the same experience or longevity as the 4-6 year yet they receive the same hourly compensation and are expected to know and do less. I feel that the state should have a system (other than evaluations which at this point in time aren't really helping anyone) of rewarding employees who have stayed with the state and do more than is required of their current job description other than an email once in a great while saying "thanks" As I understand the state is not awarding any in grade pay raises to employees , but shouldn't certain things be taken into consideration when it comes to individual employees? Thank you for your time and concern.

Email 200

Thank you for giving state employees the opportunity to provide input into the State's current pay plan.

Concerning the number of pay plans, the current pay plan works well for me but if there's another plan that would more fully benefit employees, then it should at least be researched.

I don't like our current pay grades because of the limitations, i.e. no step increases if an employee reaches the end of a pay scale, lack of performance incentives, etc. I like the idea of having open pay grades. I believe this would give a supervisor some room in paying higher-performing employees more money than lower-performing employees, and it would also be an incentive for employees to work harder to obtain that raise.

I believe that work performance carries the greatest weight in determining the pay of employees, although education and longevity certainly are factors. Education, training and/or skill acquisition would apply to some jobs but not all, especially in entry-level positions.

I don't know that I believe our current pay administration is the best system, but I don't have any thoughts concerning how to change it. I work for an agency where certain classes of employees seem to get the attention when it comes to pay increases. I'm not sure that is a statewide problem or whether it's an agency problem.

Thank you again for the opportunity to provide feedback – I appreciate it!

Email 201

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- The State should use the most flexible system possible to provide appropriate compensation for the various classes of employees.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- Again I support anything within reason that will allow appropriate compensation for employees. How will this be administered?

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; Longevity

- Work performance – this is most important in my book

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the

unique needs of individual agencies?

- Compensation should be based on the level of responsibility and work performance. I believe that this has been tried in the past with questionable results. Every manager involved in making salary decisions would have to make some tough decisions. It is much easier to just say OK, I'll give you the most dollars available instead of operating in a professional manner.

Email 202

The current pay plan would appear to be a pay grade without steps as the steps have not been given out for several years, so I would have to say the a pay grades without steps would be a fair plan as long as longevity for time in grade was applied to the plan. the employee should be given increases for the time they serve in a pay grade, until they reach the highest level, this can be based on work performance and education & skill acquisition which ever fits the employees needs for the job they are doing.

In my current position as a Corrections Specialist one I would be more inclined to use work performance and longevity for the employees bases of pay.

Email 203

Pay plans within the state will be tough to implement, if they are subjective, This is due to the nature of the supervisors or those who are n charge of other people. The problem lies with favoritism. Sometimes it is based on how well a supervisor likes the person and sometimes it is based on a supervisor wanting to give their employees the highest rating possible so they can get the largest pay increase.

Allowing a person to be paid outside of a pay category is dangerous because you get into the possibility of favoritism.

The most equitable pay plan would be one that is based on what is being offered in the real world. Maybe something like 90% or better.

The pay should be based on skills with each job classification (i.e.: ET 1) outlined with specific skills. In earlier days when additional skills were acquired that described another job classification (i.e.: ET 2), the individual was automatically promoted to that job classification. There are people who come into a job with the higher classification and not have the skill set of someone who has the lower classification. Today, we have personnel with lower classified jobs doing the work of higher classified jobs and not getting compensation. Once you have the skills, you should be paid accordingly.

Pay needs to be equalized based on knowledge, skills, and longevity.

Email 204

Numerous reports in the past have determined that the State of Kansas Pay Plan is basically a very sound plan. The problems that arise within the pay plan are a result of not maintaining the plan to ensure that the pay matrix remains competitive with current market conditions.

Number of Pay Plans- One pay plan properly administered is all that is needed. Multiple pay plans will add to the confusion and cost of administering the state payroll. What is the main stumbling block of the current pay plan? The refusal to maintain it as was intended. Basically, if we are unable to maintain one plan, what makes you think that multiple plans would fix the problem. Under the current system job classes are required to be reviewed on a periodic basis, the review is to insure that the pay is still in line with the market and that the requirements have not changed. This is not occurring. The number of levels within a class should have nothing to do with class review, quite simply reviews are not occurring, in those instances when they do occur they are being ignored for political and financial reasons rather than implemented over time. Solution is to force those responsible for maintaining the current pay plan to maintain it, that is conduct periodic reviews of the various job classes and then act upon the reviews rather than ignoring the results. Another facet is to stop the circumvention of the system, by permitting the unrestricted hiring of unclassified positions rather than maintaining the classified pay plan.

Structure of Pay Grades- The purpose of the State steps is sound. It awards individuals who remain in state service. It starts individuals off on a level playing field and takes away favoritism. The problem with the current structure, is not the steps system, but the failure to maintain the system. Under the system as it is suppose to work, individuals are rewarded for remaining within the state classified system annually by receiving a step increase, step increases use to be at 5% per step and were reduced to 2.5% per step. Steps

were/are still are required by law to be given unless the governor or the legislature take action to stop the increases. For years the monkey was on the legislatures back, Governor Graves removed that requirement when he signed an executive order freezing steps, thus requiring the legislature to take action to insure that adequate increases occurred. They failed. The structure of the pay grades is not the problem, the problem is ensuring that the structure is in fact maintained and insuring that step increases occur as they were intended. This is a fair system and if properly implanted protects against favoritism and political advances in salary. The concept of giving managers a pool of money and saying divvy it up among your employees is fine in the private sector. In the classified State Employee we are suppose to find someone who is out side the influence of out side forces. They do their job, without having to worry about political fallout or personal relationships. All must be treated the same. All start at entry level for the job they are hired and all receive the same percentage increases and cost of living increases as the next person. Once again the main problems stem from the fact that responsible individuals have failed to maintain the State Pay Plan as they were required. It should be noted that many of us started working for the state with the understanding that up front we would accept less money, but over the course of time as our longevity within the State increased so would our compensation, and that this has not occurred.

Basis of Employee Pay-This is a touchy matter. Education and experience are in fact taken into account during the hiring process. If an individual has the appropriate education/and/or expertise and is qualified for the position, he or she are eligible to be hired. Certain jobs require certain licensing or certification, this should be factored into the range and step that the individual is being hired into. Work performance is an issue that should play into raise's, however it is a relatively simple question, satisfactory or not. Longevity is where the state has fallen flat. Why should an individual with 5, 6, 7 or more years in state service be content to receive the same pay as a new hire. Under the pay structure with proper steps and cost of living increases being awarded this would take care of it's self, however, in a climate where individuals with a political axe to grind insist in refusing to separate cost of living increases from step increases, or simply refuse to give step increases and continue to award inadequate cost of living increases which do nothing what so ever to retain qualified individuals the problems will continue to exist.

Unclassified employees should not get special treatment over classified employees. Unclassified employees are individuals that have been hired to augment the State workforce not supersede it as has occurred over the past several years. Unclassified individuals should receive the same pay and consideration as classified employees. If an unclassified employee is hired for position and is awarded a starting wage higher than classified employees of the same range, it should be required that those classified employees receive a increase to equal the starting wage of the unclassified employee. Nor should the State depend upon unclassified positions to carry out the functions of State government. These individuals are placed in a position where to maintain employment the criteria is not job performance but maintaining a low profile and not causing waves. Sometimes waves are required to enforce State Statues and maintain functional government. Yes, we hear that this shall never happen, but those saying it will never happen are not always going to be here. A classified workforce is required to maintain a productive State work force.

Several facts: 1. People do not enter state service to get rich. 2. They enter to provide a service to the people of Kansas, 3. They enter to gain experience and then move on, 4. They enter for benefits and job security found in government employment.

What they did not enter civil service for, is lose of disposable income over time. While we do not expect to get rich, we do expect to be able to maintain an adequate life style and not see our disposable income shrink as it has now for the past 10 years.

If you wish to extend the number of steps in a range, that would be great. Some one gets a license that is over and above their job requirements by all means reward them, pick up the cost the they incurred in obtaining additional certifications, give them a range increase, but keep it within the system. And make it so that all employee's are treated the same. If one gains a certification or license or educational award over and above

Email 204 - CONTINUED

what is required of them and receives compensation of a range increase or step increases, all that accomplish the same receive the same reward. Absolute equality in rewards.

One aspect of employee pay could be resolved easily. A person states with the state in Job Title I, after say five years the automatically advance to Job Title II, after ten years Job Title III, after fifteen years Job Title IV, after twenty years Job Title V. It recognizes the years of service, it increases the range the individual is at, it means that an individual does not have to worry about being topped out at the top of their range with no place to go, and it does away with the out dated notion that one must enter management to advance. Does it create additional job classes, no Job Title is the class, I, II, III, etc are subclasses awarded based upon years of Satisfactory Service to the State.

Pay Administration- While I do not want to limit the flexibility of state agencies, the agencies are part of the State of Kansas. However, they are not separate entities. A major problem within the State is the lack of uniformity across the board in the administration of State agencies. There must be uniform treatment of employees across the board. This means that policies must be State policies, not agency policies. How individual are hired and paid and promoted must be the same across the board not subject to the whims of political appointee's who deem their agency as their own little fiefdom.

One size does fit all in government. Perhaps the problem does not lay within the lack of flexibility, as it does with not properly identifying the `job class and requirements to begin with. If we need to have the ability to pay this person in this agency more than an individual in an adjacent agency with the same job title, maybe the job title is wrong to begin with and needs to be changed.

Email 205

Regarding #3 Basis of Employee Pay, I think that in order to attract and keep quality qualified people, education training and/or skill is an important element to consider. After this initial consideration of background, I believe that considering work performance is key in order to keep people engaged and feeling recognized for their contributions.

Email 206

I guess my only comment/request is that you recognize longevity. I feel that any employee that has "hung in there" through the years & has an exceptional evaluation should definitely have some perks. We went through years with very little COLA &, more recently, without step advances. If an employee receives an exceptional evaluation & has been a faithful employee for the State of Kansas for more than 10 years I feel that they, also, must have the education, training, work ethics, & necessary certification for the job.

Thank you very much for allowing us to give our input.

Email 207

I started working for the State in 1989. At that time the State paid a good salary compared to the private sector. Today this is not the case. When I started working for the State I was told that if I received at least a satisfactory evaluation that I would receive a .025 raise (step). I have always received either satisfactory or exceptional evaluations but have not always received the .025 raise. We went for five years with no increase at all. All the while the price of everything else was going up in price. I feel like the State did not keep their part of the bargain. I feel that I have been cheated and should be making 12.5% more than what I am.

I have interviewed for several private sector jobs and their starting pay is what I am making now. The only reason that I have not taken one of these jobs is because of the sick leave that I have built up.

I do not really care what pay plan you use just give up a fair wage and quit trying to balance the State budget by denying our up grades.

Email 208

In regard to your request for input on the compensation systems for employees of the State of Kansas, I have the following suggestions/comments.

1. Number of Pay Plans - Our current one pay plan for all classified employees does need to be restructured. With the diversity of our employees, it would make more sense to have more than one plan.

2. Structure of Pay Grades – I do like the idea of using pay grades without pay steps. Our current system is too structured and does not benefit or give any incentive to the employee. The administration should have the option of compensating employees for exceptional work they do, which in the current system is not a possibility. The grade and step you are hired in is where you stay for years unless you change jobs.

The classification of some of the positions is considerably under where the private sector is at and needs to be addressed. The State has started to look at this as evidenced by a 5% increase in these positions this year that were 25% or more behind the market value, hopefully this will continue.

3. Basis of Employee Pay – I believe “work performance” is the most important individual criteria for determining the pay of employees. You should reward employees that go above and beyond their required work duties. Otherwise, you have employees that do just satisfactory work or enough to keep them employed and still being paid the same as employees that go the extra mile, giving no incentive to employees to try harder.

I would keep the “longevity” criteria because these employees have elected to stay with the State even though the pay is not what they could get in the private sector. I believe the longevity bonus is a good idea and I am glad that that was retained again this year.

4. Pay Administration – There are positions in some of our agencies that the state-wide structure for all employees does not fit. Personally, I feel the pay for our employees in the correctional facilities; state hospitals, law enforcement agencies, (or similar agencies) should be paid on a different pay schedule due to the hazards and dangers involved in these positions.

Thank you for the opportunity to give my input to the State of Kansas compensation system.

Email 209

I am a Program Consultant with the Bureau of Traffic Safety, KS Dept of Transportation. The mission of my office is traffic safety across the state. My office of nine employees is responsible for approximately \$6 Million a year in federal grants for education, enforcement and engineering of traffic safety initiatives. We work with the highest levels of state government, city and county officials, chiefs and sheriffs and heads of business and organizations. My office travels considerably attending meetings and conferences. Yet while we have all this responsibility and authority, we are compensated very minimally, considering the level of government officials we are required to work with every day.

I'm also a Navy Reservist with 20 years of experience, 14 of that on active duty. It is funny and sad at the same time when I am mobilized for a significant period and the mobilization personnel ask who is taking a pay cut to go on active duty, and everyone raises their hands except me. So the knowledge base I pull from is both the state pay system and the military pay system.

1. Number of Pay Plans? Yes, there needs to be more than 1 pay plan or a plan that allows incentives, bonuses and the like. The facts that all jobs are not equal, and the knowledge and skill requirements of a particular job vary, need to be taken into consideration. Another factor would be, the customers the state employee works with and their peers.
2. Structure of Pay Grades? The structure is fine, but the structure needs to be incorporated in to the next question.
3. Basis of Employee Pay? The legislature needs to get out of the pay business. Having employees wait to see what the legislature is going to do is no way to run a business. In private industry not everyone gets the same pay raise. Employee pay, step increases, promotions should be contributed to multiple factors. A formula needs to be developed that takes in to account work performance, education, training, skills, job related licenses and certifications and longevity for the basis for pay, promotions and bonuses. The current job performance evaluation form gives 3 levels of job performance which needs to be widened to at least 5 levels; 1-bad to 5-excellent. The current evaluation forms and process are a complete waste of time, as they are not directly tied to monetary compensation or promotion.

According to the US Department of Labor (DOL), Program Consultants, which is how most of my office's personnel are classified, are equivalent to Administrative Managers. According to DOL, Administrative Managers are paid an average of \$61,000 per year, yet the average pay for Program Consultants in my office is \$34,000, 56% of the median national average. According to DOL, the average state government Administrative Manager's pay is \$55,000.

According to the US Department of Labor the annual inflation rate is 3.05%, yet the average pay raise the Kansas Legislature gives state employees is 3%, so our state's employees continually fall behind.

The other area of compensation this committee needs to look at is reimbursement for travel. As previously mentioned, employees in my office travel quite a bit, and the quarterly per diem rates and the level of per diem, both in-state and out-of-state, are grossly inadequate. The state travel voucher and compensation design needs to be streamlined. Get rid of the quarterly issue and just design a per diem rate that is in line with the federal government travel compensation. Our personnel usually end up losing money because of the cost of travel and the lack of reimbursement.

In summary, I have been a public servant at all levels of government city, county, state and federal for 24 years. Do I think I will ever (or should) get rich working for the state? No. Do I believe I should be paid according to my skill level, knowledge and work performance? Yes. The current process of pay, promotions and bonuses is unacceptable and demoralizing. Quality personnel are leaving in droves and state leadership doesn't seem to really care. Morale of state employees is the worst I have ever seen in public employees. If the state really wants to compete in the job market for quality personnel to hire and retain, they need to completely revamp the system.

Thank you for your time and good luck.

Email 210

The only comment I would make is that I would like to see more done for those individuals who have worked for the State long term.

An employee who has worked for the State for 30 years earns the same vacation hours as an employee who has put in 15 years. The increase per year for longevity is appreciated – but even with that an employee who has put in 30 years gets the same amount as an employee with 25 years.

Maybe give employees with over 30 years a "service bonus day" similar to a D-Day. Just a thought Thanks for the opportunity

Email 211

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

1. This would be more accurate but infinitely more complicated, therefore difficult to manage. It is a big move which is probably much overdue. Why not One plan for each classification/category of classes?

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

1. There is an inherent potential for abuse of open grade systems. The big question here is how to maintain equity across the state in similarly classified positions. Rather than an "all or nothing" approach, why not "stages" (not steps) based on performance?

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

1. Work performance – I've had to let go too many employees who had much education, yet could not perform in the work environment.
2. Skill acquisition – Education or not, hands on/real life experience is essential.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

1. This is the tough question. Give to the HR Heads, specific guidelines requiring adequate documentation and/or justification, and audit their actions *regularly*.

Email 212

I have worked here 25+ years. I am for the elimination of the pay grades. I think employees should be paid first and foremost for their work performance, followed by longevity. The rest is just frosting. With the State now, it seems like the slacker gets paid just as much as the one who does their job with integrity and pride.

Email 213

I would first like to express my appreciation for the opportunity to give my input into the study that you are undertaking. As a long time state employee, 33 years, I have seen drastic erosion in the pay and benefits during the last 10 years. Until that time, I honestly could tell prospective employees that state employment was a good career choice. I can no longer make that statement. I have to tell them not to choose the State of Kansas. The damage done to many, if not all of the agencies, will take years to rectify. Within the agency that I am employed, KDOT, many of the departments have been decimated. If the State is going to maintain an experienced and functional classified workforce, this study must be address and correct the disregard given to the workforce during the past 10 years.

1. Number of Pay Plans - With the size and number of job classifications within the state classified workforce, the use of more than one pay plan is warranted.
2. Structure of Pay Grades - There is a definite benefit in providing flexibility with pay. To be successful, upper management must show truss in the front line supervisor to properly determine the true value of the employees that they supervise. If too many limitations are mandated through administrative policies, the flexibility will be lost.
3. Basis of Employee Pay - In most job classifications, "years of experience" is a rough indication of the value of the employee to the employer. Most of the time, the more experience the employee has, the more value he has to the employer. However, it is not always a direct relationship. Longevity can be a criterion but not the only one or even the main one. Work performance and ability should take preference.
4. Pay Administration - A trend that has developed during the last few years has been the declassification of positions and using the unclassified system to address many of the issues mentioned above. I believe that this is a dangerous practice that is weakening a classified system that has served the State of Kansas well for many years. The classified system allows employees to perform their duties without the fear of outside pressure that would try to influence their decisions through intimidation. I have no problems with allowing individual agencies flexibility in pay administration as long as the classified system is not jeopardized.

Email 214

Since our agency (Disability Determination Services) is fully funded and regulated by the federal government (Social Security Administration), we feel a separate compensation plan should be created for this special situation. Currently, we carry workload and perform work equivalent to the SSA employers whose job functions are similar to ours but our compensation package is way less than what they are receiving from the fed. There are a lot of resentment and feelings of unfairness about this discrepancy and we hope a separate compensation plan will resolve the issue.

Email 215

One pay plan for all workers including management rewards incompetence and poor workers while putting a damper on exceptional performance and good workers. People do work for a better pay check and exceptional performance should be rewarded. The opportunity to make more money should be an incentive for those who do their job and do it well. Conversely, poor performance doesn't and shouldn't be rewarded.

Number of Pay Plans - One plan doesn't fit all. Management should be on a pay plan that attracts and develops good managers and retains them. It is difficult to attract good people if they are all on the same playing field and treated the same as the employees they manage. Who needs the stress if it isn't for a better financial reward. I think the state has

to take the same view as industry and recognize that they have to compete for good employee talent like everyone else including private industry. Failure to recognize the competition for talent is going to leave the state short of quality employees and a quality pool to grow future managers and top level employees and retain them.

Structure of Pay Grades - Steps may work in some pay areas and may not be responsive enough in other areas. High achievers want to know that they can reach higher and earn more. To cap them and force them into a waiting game dependent on the whims of the annual fiscal budget only fosters frustration with the pay system and eventual departure from state employment. It is very frustrating to spend time, money and energy developing employees only to see them leave for a far better paying job. And many times they leave because the pay increases rarely exceed the inflation rate and in most cases they end up behind the curve because of inflation in food costs, insurance and monthly expenses which dip into disposable income. The longer you work the further behind you get.

Basis of Employee Pay - Pay should be based on performance. Longevity is the worst basis for compensation because it falsely rewards the employee who has found a job which makes no demands on performance and rewards those who stick it out. Many disciplinary problems are found in this category of employee. They demand compensation because of their time in employment not on their performance. Education and training are also important considerations for compensation. Some skill areas require advanced training and experience. If the state doesn't recognize it, others will.

Pay Administration - Recognize that one plan doesn't and can't fit or fill all needs. Job diversity in the state labor pool runs the gamut from unskilled labor to highly trained professionals requiring advanced degrees and training. This range may even occur within one agency. To attract and retain these employees requires and demands a lot of flexibility. I tend to start by identifying what positions are most difficult to fill and keep filled and what it takes to attract and retain employees in those job classes. Developing a pay plan with logical breaks that follows the continuum from most difficult to easiest to fill would seem to be the most practical. It is far easier to attract, fill and retain clerical or janitorial positions than say a doctor or chemist or engineer. At the same time the clerical or janitor shouldn't expect to be treated the same as the doctor or chemist or engineer when it comes to pay compensation. It all boils down to what the state wants and needs in a quality workforce and developing a flexible plan that works at each level. That clerical or janitor may see the opportunities in such a plan and work to improve their education and training and work up the ladder.

Employees, particularly high achievers, watch what goes on in Topeka, what is said and what is done because the pay check hits close to home. They pay bills, raise families and know how far the paycheck goes each month. They also are acutely aware when the paycheck loses ground and they get further and further behind.

It is also important to recognize that quality, well trained employees are leaving state employment now due to frustrations with the current system and will continue to leave until a better plan is in place. Actions speak louder than words and time is of the essence.

Email 216

1. I have no issue with the State of Kansas utilizing one pay plan for all State employees, if you are discussing how we are paid - bi-weekly through Human Resources or whoever actually issues the payments.
2. Reference STEPS within pay grades - Obviously the State of Kansas has not followed its own system, as State of Kansas employees' pay was frozen for an extended amount of time. Many Parole Officers with 5-6 years of service were making exactly the same amount of money as an Officer who was hired on that day. Another issue is the disparity between pay grades and assignment. There is little hope for upward mobility within the Department of Corrections. Although the position of Parole Officer II has expanded to include new programs, it has often denied Parole Officer I positions from moving upward due to the need for specialization. In addition, the disparity between the Parole Officer positions and Supervisor, and even greater disparity between Supervisor and Director, gives even less hope for upward mobility. The creation of perhaps a PO III position or some other designation seems to be warranted.
- 3 Longevity DOES NOT always affect pay status. As stated before, with the freeze on step raises for several years, longevity had absolutely nothing to do with pay. Someone hired on the first day of that freeze would make the same years later, along with a new-hire at that time. I believe work performance is such a delicate issue that it is questionable as a means to determine pay. Popularity and political correctness often determine who is promoted, rather than knowledge and performance is often determined by the same criteria when evaluated. Education should be considered. Someone with no post-high school education, but several years of experience often makes the same salary. Education, as it relates to the position requirements, should affect pay somewhat, but not

exclusively. It should relate to the job description as determined by Kansas State Statutes that developed the position of Parole Officer, and not the personal feelings, goals, or direction that any particular individual or group feels is appropriate for the Department. Job related licensure and certification should be mandatory for the position of Parole Officer, so it should not affect the pay an Officer receives. Longevity, on the other hand, should be considered. A one-time bonus is not sufficient to reward those officers dedicated to their careers. Upward mobility in status (pay grade or step) should accompany an Officer who shows dedication and ability. Perhaps a PO II position after five years and PO III position after ten years, according to determination of performance and knowledge of the field.

4. I believe pay status should go along with knowledge, training, performance, and longevity within a position description. Additional pay for assignment to a specific location should not warrant a raise in pay. Someone within a pay grade anywhere in Kansas should receive the same pay. Additional duty such as specialized case load of sex offenders, mental health offenders, high-risk offenders, etc should be considered for upward mobility, but not additional pay within the same pay grade. Specialized caseloads should be rewarded by a promotion to PO II or PO III, as determined to be appropriate.

Email 217

I think employees should be independently evaluated and paid according to their experience and work performance. For example, we have in our office a women that is paid equally to others but she can hardly speak english therefore not being able to answer any questions of the public. Her workload is such that after Monday's of each week she just sits at her desk with nothing to do while still getting paid as others work piles higher. She has asked numerous times to help others but because of her past performances her supervisor ignores this request. I don't believe it's fair for the pay to be the same in these circumstances.

Email 218

1. Multiple pay plans that include multiple salary ranges. The state workforce is too diverse of a population to be represented by a single pay plan. In addition each pay plan should have its own bargaining group that actively negotiates the pay plan and benefits on a regular interval. Much as labor unions negotiates contracts for certain time periods. This will allow for the state to group and reward those in high demand positions with out unnecessarily increasing salaries for low demand positions. The multiple salary ranges will also allow for a distinction between different positions with in the larger group.

2. Stepless grades would be preferable if the state is going to reward employees based on merit versus longevity. This would be preferable because those with longevity should move up the pay grade if they are meeting work performance expectations. However, neither of these systems will work if the state does not fully fund the pay grade.

3. For initial placement on pay grades:
 - Education, training, and/or skill acquisition
 - Job related licensure and certificationFor movement up the pay grade
 - Work performance

Longevity should not be a factor because if employees are meeting work performance expectations employees should move up their grade with out having to consider longevity.

The state also needs to recognize that not all education can be replaced by experience as there are many instances were applicable experience can not be obtained with out the education.

4. Pay administration should be handled fist through bargaining units and then through immediate supervisors.

Email 219

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- Unfortunately, my experience with the lack of step increases has enabled the state to give no more than the cost of living increase. I have worked for the state for six years and have not received more than the cost of living increase. Work performance does not seem to have an impact on the ability of obtaining a better raise. So the lack of step increases does not benefit employees, nor the state, with the exception that the state maintains a cheaper work force that also preforms at that lower level.

Email 220

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- If it helps state employees that put their life on the line everyday, by working around inmates that are convicted of murder and rape, get paid what they deserve then I am all for it.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- All I know, is we use to get pay increases when we went up the steps, now that they've quit giving us step increases, the only pay we get is a couple percents a year for cost of living when the economy is increasing more are more making us fall closer and closer to poverty level.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

- I think this all would be great, however, if you leave it up the each facilities administration, raises will not be given unless the people are favored in order to make the facility look good and stay with in budget.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I don't think it is fair for people to decide that one facility is more important than the other, so they should get pay increases. Year after year I watch as the Highway Patrol gets twice the amount of pay increases than the KDOC and both jobs have the same amount of risks. In KDOC you are guaranteed to be confronted by murders daily whereas the Highway Patrol is not guaranteed that it will happen every day. They get higher raises because of the way the public views them as opposed with how they view the KDOC. The KDOC is looked down upon and people don't realize the major amount of turnover that we have due to the fact that we can not get decent pay to risk our lives every day doing a job that no one WANTS to do.

Email 221

I feel very strongly that this is a direct attack not only our wages, and yearly step raises, but also our longevity bonuses as well. Longevity Bonuses that we have worked many long years to attain. By going to any other option besides longevity you are giving supervisors the chance to play favorites by making sure that the ones that they prefer get the training and experience over the ones they don't care for, I have seen this happen before. I have also seen supervisors give bad unwarranted performance evaluations just because they had personal conflicts with an employee which should not have affected his rating, but people being what they are, the supervisor was petty, and this does go on , on occasion. Longevity is really the fairest way for the state to pay it's employees. Also what about the longevity bonuses that the good and faithful employee's who have all been working for the State for 10 years or more, have earned, and deserve, what happens to that, does it just conveniently disappear?

As to the structure of Pay Steps. The Pay Steps are a good thing, with the exception that they do not go high enough for the people with LONGEVITY, after a certain amount of time you max out and are no longer looking forward to any pay raises, except for cola. I feel that if anything is done in this area it should be to add more steps, especially since people are having to work longer, since they cannot afford to retire.

Work performance, Education, Certification, Licensure etc. are all part of the job. LONGEVITY is where it's at, lets keep our perspective and our pay scale where it needs to be. LONGEVITY has been earned, lets PROTECT IT!!!!

As for Pay Administration, the State already has the means to handle the diversity of the many State employees. While the current system might seem to be a one size fits all, that isn't true, because I personally have seen how it can be made to work by reclassifying an employee to raise/change their

wage scale. So they already have the ability to make changes as they see fit, or as needed. Considering the facts, a change is really not needed or desirable at this time.

I do not believe that this is in the employees best interests!!!

Email 222

I and other employees of the Kansas Department of Corrections find the current pay plan disadvantageous. Within the Department of Corrections, step increases due to merit, education, training, or even seniority are not implemented. Currently, in order to obtain a pay increase, a KDOC employee must promote to a higher rank.

As a KDOC employee I find it unacceptable that employees cannot earn pay grade or step increases for good work performance, education, and special training. I propose that, at least for the Kansas Department of Corrections, pay grades and step increases for good work performance, education and special training should be implemented.

I believe that the implementation of this proposal would result in lower turn-over rates and an increase in staff morale. Thank you for the opportunity to recommend changes to the compensation of state employees. I hope this will be an influential proposal.

Email 223

In answer to your letter requesting input from State employees regarding compensation, I have provided some of my thoughts below.

I have been employed by the State of Kansas for the past 3 1/2 years after working many years in the private sector. The current system for monetary compensation is very restrictive. Agencies and bureaus have very little ability to compensate their outstanding employees. Instead, each and every employee gets a 2% raise, regardless of their work ethic, attendance and quality of their work. This is frustrating.

Most performance reviews seem to be rated as "Satisfactory" because my understanding is that an "Unsatisfactory" or "Exceptional" ratings are not given as it is difficult to get approved. It seems unfair that someone who is late for work regularly and/or does not perform quality work or has low production, get the same raise that reliable, dedicated individuals with good work ethics get. The result of these individuals with poor work ethics is that their duties slowly begin being transferred to other associates who are competent and present for work. It is important to be able to retain good employees and not lose them to the private sector.

Wages must be within the same market range that are competitive with the private sector.

I researched compensation prior to employment with the State of Kansas.

The pay grid displayed with the pay grade and steps implies that regular raises are given. I was disappointed to hear that there were no raises in my future unless the Governor approved a pay increase for all. I have assumed many additional duties than are in my "Position Description" but have not been compensated for the additional workload. A step increase would definitely be welcome. What is the incentive for those of us who do have good work ethics to continue to work hard for the people of Kansas?

We know that we will not receive any raise based on our accomplishments.

I believe that agencies and bureaus need to have some flexibility with their associates compensation. It would be great to know that if I work really hard and do a great job, I might be rewarded for my efforts by a step or other type of increase. Also, I believe that some excellent prospective new employees do not accept positions due to the compensation and the agency or bureau does not have the ability to even offer step increase to have a potential associate accept an offer of employment.

Thank you for asking for our input and considering it.

Email 224

I have been employed in the classified service at Wichita State University for 28 years. In FY 2006 the University of Kansas successfully opted out of the Civil Service system and created a University Support Staff classification with the Board of Regents. That same year, with the support of President Donald Beggs and Vice President Roger Lowe, I lead an effort to study and present the same opportunity to the classified staff at WSU. During the study I learned much about the civil service system and even more about the classified employees at Wichita State University.

When my committee began making presentations in November, 2005, there were 640 permanent classified employees at WSU. Of those 640 employees, 394 (62%) were on Step 4 of the pay matrix. Employees that had been stuck on step 4 since the freeze in April, 2001, were training new hires that were earning the same wage. Additionally, 11% were earning wages below poverty level and 35% were earning between poverty and living wage, as determined by the federal government. The end result of our proposal to opt out of Civil Service was not as positive as KU. Ultimately, WSU staff feared becoming “at-will” employees.

I bring all this up to say that there are a number of points in your memorandum that were part of our “alternative to civil service plan”.

1. Number of Pay Plans – Agencies and employee groups within the state are diverse and should not be grouped together in the same plan. I believe that there should be a pay plan for groups such as Law Enforcement, Board of Regents, SRS, etc. Each is not like the other and should not be classified as such. Additionally, cost of living should be factored into pay plans for high cost areas such as Wichita, Topeka and Kansas City.
2. Structure of Pay Grades – I am a firm believer in the broadband model. For example, instead of Accountant 1, 2, 3 & 4 classifications, we should have an Accountant classification with a minimum and maximum pay range based on experience. Beginning salary levels should be based on experience and the qualifications an applicant brings to the agency.
3. Basis of Employee Pay – As a supervisor, I would like to see work performance as the primary criteria in determining employee pay. It has become common place in state employment to find employees doing only the minimum necessary to score a satisfactory performance evaluation. It is rare to find employees that are willing to make an effort to give superior service because they know that they will not be rewarded monetarily for the effort.
4. Pay Administration – I agree that agencies should be granted the authority and responsibility to administer compensation to employees. However, there should always be some kind of oversight from the State so that employees will feel there is some level of protection from over zealous administrators.

Kansas classified employees have become accustomed to promises to fix the pay plan. In 1992 the Division of Personnel Services sponsored a comprehensive compensation and job rate study. At the time, employees were promised that the pay matrix would be updated every five years. Here we are 15 years later and along with those promises the matrix is still broken. The most important thing this commission can do is to keep your promise to the classified employees of Kansas by fixing the matrix and take steps to keep it current.

I appreciate the opportunity to offer an opinion on this very important issue. Please continue to keep employees informed of your progress.

Email 225

When I started for the state twenty-one years ago, I already had Eleven years experience working for a private high school. Yet I had to start at the lowest level pay as everyone else. Plus I had to train under some supervisors that I had much more experience and knew far more about the job than they did. Previous experience should count somehow. Perhaps two years experience should be equivalent to six months for the state. There were also people who were ahead of me in seniority, yet I knew far more than they did.

Pay steps do have their advantage.

But I would volunteer for overtime and yet this would have no bearing on my evaluation.

While I was on my previous job, I did do some training under a professional, but there are no classes on a regular basis to attend to get a degree in something like Custodial worker.

I don't quite know how else to balance statewide equity.

Email 226

I have a few comments that I would like to make in regards to the pay plans for State of Kansas Classified Employees.

- 1.) I would fully support a pay grade structure without pay steps. I think each employee has unique qualifications and being able to structure their pay would give a great deal of leverage when it comes to negotiating and recognizing those

qualifications. I would also like to see a system where pay raises can be given at the department level to those that gain education and skills while on the job. I think it is important to recognize those that go above and beyond to better themselves without the hassle of trying to upgrade jobs.

2.) I think the most important criteria when it comes to determining pay for employees is a combination of work performance, education/training/skills and longevity and in that order.

I have for years thought that the pay scale was not fair. There really isn't any equity among the titles just within the university. I would very much favor a less rigid pay system. Thank you for this opportunity to "give my 2 cents".

Email 227

The way it is set up now, there is no incentive to get any education, or go the extra mile as everyone makes the same with no hope to ever get a raise. If I get paid the same no matter what I do, why bother? Thus, the "state employee" is born.

Email 228

1. It might be a good idea to adopt a specific pay schedule for separate entities i.e., medical, accounting, IT etc.

2. I believe that if the State aligns the pay matrix to what the current market is paying for particular jobs then there would not be a question regarding the pay system. Then the State of Kansas would be able to hire employees with the desired skill sets needed to perform the job. Perhaps the State of Kansas needs to be in a position to offer more employees unclassified positions thus allowing the employer and employee to negotiate salaries. My understanding was that unclassified positions were originally used for 'Special Projects.' I don't believe that to be the case now. Recently the legislative body gave several classifications a 5% raise in addition to a COLA of 2%. That's a pretty nice raise. Also, some State of Kansas agencies still provide tuition reimbursement for college courses which should be a motivator and incentive to employees' with the high cost of tuition today.

3. Each of the criteria that you outlined in your letter is imperative in determining pay for the employee. Work performance accompanied with education and training rate high for me.

4. That's a tough question. I would hope the State of Kansas could have professional management across the board that could recognize employee's (not just friends) accomplishments and achievements. I've seen too much of the "good old boy system" when it come to upgrades and advancement. I wonder what it would look like if the State of Kansas provided monetary compensation for such things as industry standard certifications that an employee received on their own time to improve and/or enhance their skills.

Thank you for the opportunity to provide feedback to the commission.

Email 229

1. Why does there need to be more than one plan?
2. I don't have any objections to using pay grades instead of pay steps.
3. Longevity must be first and work performance a close second.
4. I don't have an opinion on this question.
5. Our deductibles are too high. We are a large group and therefore, deductibles should be lower.

All longevity checks and any other bonuses that we receive should be issued in a separate check at regular withholding rates. As it stands we barely get over half of the bonus.

Email 230

The current pay plan is not adequate given the classified staffs' diversity. The diversity spans education, skill, and longevity. I believe it would be reasonable to have more than one pay plan. The state classified employee body is a large group of people and this is true even when broken down by profession. Having pay plans that adequately reflect the groups within the classified system makes a lot of sense. It may also be worth investigating if having different pay scales would help to eliminate disparity between the market and state positions.

The structure of pay grades seems to be a larger problem and more difficult to address since the current pay plan is inadequate. The problem with the two proposals: 1. Using pay steps in pay grades or 2. Using pay grades without pay steps is trying to address all of the qualities or diversity within state positions. If you go with either proposal you will exclude one of the qualities, and each quality is equally important. More specifically, having pay steps within pay grades you have the ability initially to pay individuals based more

on a combination of their education, skill, and experience. This is also true with the other system having pay grades without pay steps. However, as an employee continues to grow, should they so choose, through education, longevity, etc. The employee's ability to continue to advance within the pay structure is severely hampered. As a possibility using both structures could help reward employees that improve themselves and stay with the State of Kansas. Having pay steps would be extremely useful as a means of rewarding longevity. In addition, if you had pay grades within those steps an employer could reward an employee who has improved themselves or better pay a new employee that already has more to offer.

Given the diversity it is important not to assign weight to any of the above qualities as each are important. Giving each unit the ability to award pay based on the qualities that are important to them or are identified in the position description may help the employer better pay the employee the appropriate market value.

Above all giving some flexibility is important. The restrictions on the current system cause employees to seek better paying jobs and cause turn over.

Email 231

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I have a background in the private sector of 24 years. I have been employed by the State of Kansas for 7 years. It has been my experience that the structure of the interior (the steps and how they are achieved) of the pay grades is unfair.
- I believe the scale between the beginning step and the top step is too far apart. In my opinion the pay grades should continue having steps; however they should be reduced to only 5 or 6. A person starting in any position would be allowed to work their way up to the top of their pay range within a 5-6 year period.
- This method would accomplish 2 goals. First, the top of a range would be a reachable goal for new employees. As it is set currently and providing steps are granted by the Legislature, it takes a new employee 13 years to reach the top of a range. Second, all pay would be equal for the equal work that is done. It has been my experience a person can learn and come to know a job in 5 years (or less) as well, or in some cases better, than a co-worker at the same range that has been doing it long enough to be at the top of that range. For the newer person to be doing the same job as the senior employee, but not receive the same pay is grossly unfair.

Thank you for the opportunity to express my opinion and your time in reading my response.

Email 232

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think a more than one pay plan might provide the possibility of a unique plan for each employee and should be considered.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I believe the Grade without Steps sounds like a better plan than the one we have now.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- I believe Work performance should be the most important individual criteria-

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Excellent question - I would need more information to form an opinion -

thanks for the opportunity to voice my opinion

Email 233

1. What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees? Response: I'm in total agreement that a "one sizes fits all" doesn't work for all state employees. Perhaps the pay plan should be grouped by levels of government and/or type of agency. I work for a university -- all those should be grouped together; and perhaps SRS (or whatever their new name is) should be a group of their own. The groups should be ranked by level of reporting responsibilities and types of services provided.

2. What are your thoughts about using pay steps in pay grades or using pay grades without pay steps? I support a "broad banded" pay scale, giving employers the flexibility to begin a new employee at different levels of pay dependent upon their years of experience, as well as the flexibility such a pay scale would provide for the possibility of merit for annual reviews. It could allow a state agency within a community to be more competitive with regard to salary.

3. Basis of Employee Pay: Work Performance - should be a factor in your annual review and increase with merit allowed for good and exceptional performance throughout the year; Education, training, and/or skill acquisition - should be used for setting beginning salary and to provide a boost throughout your career when additional and new training is needed and learned to better perform one's job; Licensure and certification - should be used to establish the range of pay for a position and to establish where within that range you would earn if licensure and certification are already achieved or used as an incentive once they are achieved; Longevity - should be used as a factor in annual review and merit raise, using growth within the job as an additional factor or enhancement of longevity. Years without growth, to me, doesn't equal longevity but complacency.

4. What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies? I believe this may best be measured by the "need" within the state for each agency and the need of our citizens for these individual agencies. Also, some agencies do have earning power while others do not, which could allow for a more competitive (salary) work place. And, you also have to factor in outside market demand and earning potential on like jobs within the state system. If you want good, quality employees, they have to be compensated at fair market salaries for their region.

I love being a State of Kansas employee. Thank you for the opportunity to provide my thoughts on the possibility of a new state pay plan. It is time for one.

Email 234

I have been working 50% or less as a "backup-part time" Level II Manager doing Level II determinations in the CARE program/Dept on Aging in Topeka for the past 8+ years. At the time I started, I started on the then pay range/ level of the full time Level II Manager -a Public Health Nurse II position. (I had 36 years of experience as a psychiatric RN at TSH when it closed). Except for cost of living raises, my pay is the same as it was 8 years ago.

As I understand the current system, there is no provision for raises for a part time person unless the agency specially budgets for that. Prior to recent exploration I had not known to ask for that.

I'm thinking there ought to be a better way to deal with pay advances for some one in the less than 100% employment category. Please consider how to accommodate this as you explore the current compensation system.

Email 235

I believe that the Work performance of a person should count quite high in determining the pay of employees in my type of work. We see people who do not have a very good work ethic that get paid even more than we get paid ---it makes many of us feel very unappreciated.

Email 236

#1 question i dont think they need more than one pay structure

#2 question, i think using pay step in pay grades is still a good idea

#3 question , i think work performance should be the no. 1 consideration for a pay raise , based on your evaluation once a year , we have one thats supposed to be that way but everybody knows it doesnt work that way, set up you evaluations on a 5 level step, unsatisfactory, below average, average, above average, and outstanding. if the person is rated average the a 2.5% raise if below average then no raise, if above average then a 5% raise

#4 question, yes i think each state agency should have its own pay scale

Email 237

#1 NUMBER OF PAY PLANS; my thought as to whether or not we should use more than one, is, I'd have to see them before I could answer that question.

#2 STRUCTURE OF PAY GRADES: my thought is that since the steps aren't used as intended, they don't work. They would work well if the legislature would bother to follow them. I say we should use them as intended. Also, the steps should be extended for those who stay in one grade for over 16 years as many of us will have to work far into what used to be considered retirement age.

#3 BASIS OF EMPLOYEE PAY; I don't understand why work performance and longevity is considered separate since if a person isn't doing their job they should be fired if the supervisory tool is used properly. To me if a person is still working for the state, he must be considered an acceptable employee. Since education, etc. that is provided by the state is provided to everyone, any extra training and job related licensure should be grounds for promotional opportunities and a pay raise that way. I consider longevity the most important.

#4PAY ADMINISTRATION: a state wide structure which delegates some authority and responsibility to agencies for administering individual agency compensation under strict guidelines sounds best to me. Also, anyone who works in Corrections should be considered the same as anyone else when it comes to pay raises. Many administrative assistants and counselors work directly with inmates all day long and are in the same hazardous situations as any corrections officer. For some reason, this is forgotten.

Email 238

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- One of the advantages of civil service classified pay is that it is administered equally throughout the State. It was devised to prevent the "good ol' boy" network from forming. There is no good reason that hard working dedicated employees be ushered out the door every time an election is held. Politics has no place in the State work force as far as I'm concerned. The changes that are being hinted at are merely a way to put "pet" people into high paying jobs to reward them for personal favors. As far as I'm concerned, each individual step is a multi-stepped pay plan and can be used as it is. If more steps are needed add some more steps in the current plan.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- If ever you wanted to cause hard feelings among employees, hire two people to do the same type job and pay one more than the other one based only on how good a negotiator one of them is. I think there should be an equal and fair plan that can be put in black and white and explained to the employee. It would come down to being an arbitrary judgment which one gets the higher pay and that is not a good thing.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

- Education, training, and/or skill acquisition & Job related licensure and certification
- Work performance has been tried but not funded. The one time that I am aware it was available, the top paid employees in the division got their part first and the money was gone before it got to the bottom where it belonged in the first place.
- I have seen many different philosophies from supervisors as to how to rate an employee. One will say I only hire excellent employees therefore they should all be rated excellent. Others have said everyone is average with very few exceptions so all the employees get rated average. Is one more right than the other? If my pay was determined by the latter and my co-worker was being rated using the former philosophy, I wouldn't be happy. Unfortunately, the only other criteria that can be fairly administered is longevity.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Ask any agency leader which agency is the most important and he/she will say theirs is. They all think they should have privileges that others don't have. Keep it equal and you don't have those problems. Keep politics out of the work force.

In my 37 years at the State I have seen a fairly reasonable pay plan. It has not kept up with inflation and probably does not compete with the private sector as far as wages go but it has been more secure. It has been reasonable because most of the unfairness has been removed with civil service. Recently we have seen more classified positions get changed to unclassified and to what advantage? The only advantage to the employee

is the promise of higher pay but only for a short time when a newly elected official hires a new bunch of cronies to take their places. If the advantage is higher pay is that equitable to the tax payer? Not really. If you want a pay plan that is fair and has the ability to compete with the private sector for jobs, then increase the current pay scale and the steps. I have never heard anyone complain about the current pay plan (with the exception of the managers who want to hire their buddies) only the pay amounts. Stick to the old idea of keeping it simple. The majority will be happier.

Email 239

I feel the state is the worst place I have ever worked for being paid what I am worth. I have always gone above and beyond and worked very hard to better myself and help the company. I have worked in private and federal industry before coming to work here.

Number of pay plans does not really matter too much to me. I feel many positions are underpaid the going rate. Different pay plans will not make that more fair. A comparable rate in the real world should be used for the jobs that are being done.

Pay grades are also unfair. Many employees are doing much more complex features than others. However, they are at the same step and can only move one step at a time or maybe not even get an increase if wages are frozen. We are missing the incentive of private industry. In the private industry a person is rewarded for going above and beyond or for the amount of work they can generate. That is not the case at the state level.

Being a State of Kansas Employee has been very unfulfilling when it comes to compensation and doing a good job. Even though I get an excellent review and go above and beyond my step increase is the same as some one that gets a satisfactory review and does just enough to get by in our State system. A bunch of these people would not make it in the private industry. They would be fired or laid off. However since they are a state employee they cannot be fired without so much paperwork most supervisors just let them go.

Because of these attitudes state employees become very uncaring and lazy. A less than par job is acceptable and should not be. Accountability for actions or lack of actions does not exist. Extra help is employed when not necessary or so someone higher up the chain does not have to work so hard.

I would like to say that pay should be based on work performance, but we all know that was tried before and some supervisors over rated their employees and others were too hard on their employees. Therefore, I feel one's education and skill along with licenses and certifications should be ranked at the top. Since we did away with civil service tests, there are many employees that get into the state on how well they interview and how self-confident they are of themselves. They may say they can do all kinds of skills. However, no proof is asked till they are doing the job and then it is too late. If you took the time to get the education you have the drive and determination to get paid for your position, like teachers. Teachers have a sliding scale for the education they have. This would be motivation to go get your degree or higher education if a pay increase depended on it. Second would be your longevity to the company. Someone giving an organization twenty years of their life should get some kind of reward. Work performance would be great to be number one but because of prejudice and different slants by different supervisors it seems the most unfair means of compensating pay.

Pay grades also are unfair. Many employees are doing much more complex features than others. However, they are at the same step and can only move one step at a time if wages are not frozen.

Lastly many job descriptions are not accurate and up to date. We are told to wait till our job class is up for review. (FY10) This is not fair for a significant number of employees to wait for job specs to be looked at when we are doing so many more and complex things than our position description says.

The clerical positions or what they classify as clerical are so much more than that. Many positions are more like office managers and paid as administrative assistants in this department. The employees in higher positions have had their jobs looked at two times and the clerical have not even been touched.

Email 240

After more than 32 years in state government, my recommendation is that you leave the compensation system as is but bring it up-to-date by funding the matrix as it was intended to be funded. The problem is not the pay plan but the Legislature and governor, who fail to fund it as it was intended to be funded - making it obsolete and causing employees to fall behind in pay and other benefits. It is a travesty that state employees are always last to be considered for raises in the state budgeting process by the Legislature. The state budget is balanced on the back of its employees (citizens), the state's greatest asset. It is very demoralizing.

Attempts to design a new pay plan ignore the fact that we are dealing with a "government" entity and not a "private" sector company. Alas, every new governor and legislator wants to mold state employees into a private sector model that ignores the concept of the "Civil Service". Therefore, attempts to quantify "productivity" and tie that in to employee evaluations is not a workable process for state government and its employees because we do not deal in "widgets" - we serve Kansas citizens who have needs and concerns and look to the state for help. State employees - public servants- are motivated by our desire to serve our fellow citizens. We know we will never get rich working in state government but we expect to be treated fairly and to consistently be rewarded for our dedication and years of service, not only in monetary terms but in other forms of compensation, including good health coverage (that wont be eroded by revenue shortfalls) plus a retirement system that provides for annual cost of living adjustments.

In brief, over the last 32 years of state employment, I have observed and experienced built different mechanisms in the civil service system that adequately and effectively deal with whatever anomalies arise as the result of shifts and changes in the workforce. Perhaps the biggest weakness is the lack of on-going training opportunities for employees. Employees need opportunities that would permit them to maintain their skills and provide opportunities for upward mobility. We also need true diversity training for all employees - that focuses on ethnic minorities and the problems we face with recruitment and retention in the workplace. Here, again, the governor and legislature do not provide consistent, on-going funding for these types of opportunities for state employees.

Of particular concern to me, as an ethnic minority, is the lack of training for Human Resource professionals in the recruitment and hiring of Hispanics into the state workforce. It troubles me greatly that, at a time when the composition of the Kansas and national work force is shifting towards an increasing number of Hispanics, there are so few Hispanics in state government, especially in upper and middle management and appointive positions. We simply have no visible role models.

I believe that our political leaders need to create an oversight body to insure that we are adequately represented in state government. Without such a mechanism, white managers will continue to propagate the status quo. I recommend that aggressive recruitment efforts be made to enlist Hispanics into the state government workforce. Full and part-time internship programs must be created within every cabinet level department along with a mentoring program (to insure that Hispanic employees are not "pushed out" of their jobs). This effort should be coordinated from the Governor's office by a full-time Hispanic (with the necessary administrative support). This position should also insure that current Hispanic employees don't get "weeded" out of state government by white supervisors and managers.

The state must also reach out to Hispanics in other states and recruit them into our workforce. Other local efforts should be made that would include partnering with local LULAC and American GI Forum councils and chapters, Hispanic university and high school clubs or organizations, etc. The annual Fiesta Mexicana in Topeka provides an excellent opportunity for recruitment efforts and to make Hispanics aware of job opportunities in state government.

As I approach my Social Security retirement, I hope that my state government employer will deal more equitably with all state employees and retirees and also make concerted efforts to increase the number of Hispanics, Blacks and Native Americans in the state workforce at all levels of management.

Email 241

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

I'm not sure how different plans would be different from the plan we have now with different grades. Do you mean different rules and schedules for raises?

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

It is true that we have a plan that includes "steps". But it isn't really used anymore, not like it was intended. For instance, an employee who has been here 8 years would be only 1 "step" above a brand new employee hired today. I think that there should be more recognition for a hard working productive employee than a mere step. If the pay grades with ranges instead of steps would accomplish that - then it sounds like a good idea.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

I think that work performance is the most important criteria. It is also good to recognize longevity but not to the point where someone who has been here 20 years makes a lot more money than another at the same grade level who is 4 times as productive but only here a few years. Also a little recognition for job related licensure and certification is good for morale. An employee who works hard to get certified should receive more compensation than a co-worker who is not so ambitious.

Email 242

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- First off, not sure how honest you can handle this email to be but I figured "What the heck...I'll spell out my impression of it..." In my opinion our current method of pay is a true problem for the long term employee. I myself have been here for a short while (coming up on 5 years) and at one point a person hired to do my job would automatically be given the same rate as pay as I have after 5 years of employment, even now there is not much of a difference. I think that making a particular job a "step" is a start, but over time and employee dedication they should be able to move up the ladder or be granted a raise that distinguishes them from the new employees, not to mention rewarding them or denying them based on work ethic and performance. I'll give you an example if I may...
- State employees have a very bad reputation for being slackers. Why? Because someone that doesn't care and only does what they have to...knows that they are gonna get paid the same either way. No incentive to do a good job or perform. Therefore those of us that do work hard go unrewarded, and those that goof and talk and play at work don't get punished. So...in the big picture what happens? Eventually one of two things happens...the hard workers learn to stop working hard or the slackers start to work...which do you think is the most likely possibility? The workers slack...would be my guess and what I have witnessed in my experience.
- I believe we need to adjust or things will only get worse. Eventually any and all employees will only "do" what they have too in order to leave at the end of the day, and under the current system this is exactly where I see us heading.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I must again reiterate...there has to be change that rewards hard working dedicated employees for there efforts. Whether it is pay scale, steps or grades doesn't really matter as long at it is on an individual basis per employee. Making everyone the same doesn't reward anyone and just causes more of an issue for those trying to "EARN THEIR PAY"

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance - Work performance recognition is a must...the more you acknowledge someone's effort the more effort you get in return. When others notice that effort is being

rewarded you will have a major atmosphere change, attitude change, and you WILL get what you PAY for.

- If you pay a dedicated employee that willingly stays a full shift every day and not only gets their current work done but strives to accomplish more. This person is willing to help anyone that may need it, and go above and beyond their own job description, \$10.00 an hour. Then pay the same to another employee that does 30% of their work, sits and talks on the phone for hours, then takes 1 ½ lunch, comes in late regularly, and basically only works 3 hours a day...what do you expect?
- Education, training, and/or skill acquisition - I like education but it isn't all that great of a measurement. Education is learning, experience is doing. A highly education man may be able to tell you how to build a shelf, but not himself be able to perform the task.
- Job related licensure and certification - I have been "trained" and I'm educated to do numerous jobs in my current work area, but I am not certified to "do" any of them. I think this is a plus but shouldn't be a distinguishable factor.
- Longevity - I think this one is huge. It is sad how many employees stay and stay and it isn't for the pay. They stay because they have no motivation to go anywhere else. This is not a good thing btw. If you WANT employees to stay around for a long time you have to remind them why they are staying. Pay is a great incentive to do this, being able to keep your water as an employee is a great way to see progress in your job.
- **EVALUATIONS** - Evaluations are a joke...they are worthless at the moment and give the supervisor no real power to influence an employee. My recent evaluation basically said I did an exceptional job doing what I am paid to do, but I had recently ticked off my supervisor and she had a bad week, so she was going to pick on me through my evaluation. A real evaluation would have been far from the "Excellent worker" vs "bad week" scenario. It would have given a realistic expectation and recommendation with a note of whether I deserved to be rewarded for my efforts or not. I think that evaluations should be held and then the results should directly affect a possible raise. What is terrible is although I make adequate money for my job...I can get paid the same to work at WALMART. If I had stayed there, when I left to come to this facility; I would currently be making more money than I do here at HCF because the "annual" raises just aren't cutting through the cost of living.
- I used to work at Wal-Mart...as an overnight cash office...when I was offered a job here at HCF I debated hard between one and the other because the pay rate was the same. Wal-Mart was wanting me to pursue a position for their management team and go for training. This would have taken me away from my family for a period of time and when I returned there was no guarantee for placement. That aside though, if I had simply stayed in my position I would currently be making more money working as a cash office employee at Wal-Mart than I currently make working for a State Facility. How is this possible? Because they gave raises for performance and annual cost of living raises. The cost of living raises were of course standard whereas the incentive raises were based on performance, the ability to learn, willingness to do THE job that needed to be done etc.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Easy enough solution in my opinion. Start with a standard and give those in charge the ability to make decisions on promotions/raises instead of just making them annual for everyone. Then those that stay employed will indeed be those that are willing to do the work. Say for example...an agency of 20 people gets a % of raises....those deserving them are decided upon as evaluations come in.

Email 243

Number of Pay Plans - I'm not sure why this would be necessary and how it would or could be applied fairly for all state employees.

Structure of Pay Grades - as long as longevity remains in place then we don't need a pay step system, annual percentage raises could be approved for the different groups (cost of living, classified or unclassified). If steps remained, they could be used for the compensation of higher work performance and would work best open and within the minimum and maximum rates. I just have a problem with fairness when these types of raises are applied in multiple agencies, supervisory positions and without proper funding.

Basis of Employee pay - Longevity is very important and must always be addressed, experience is of great value and benefit and we must always have something in place that recognizes those employees. I believe the current longevity pay system is a good compensation and properly addresses that need, it could be modified to include 5yr status and if so could take the place of the step system. The other three basis (work performance, ed, training, licenses or cert.) would all be good criteria for determining special pay increases however in answering the question, longevity, performance, licenses and training would be the order of importance. Un-like training, education, licensing or certifications which could easily and fairly be applied to raises (as long as all agency decisions weren't influenced by funding), work performance will rely on honest evaluations from a very large pool of supervisors and is subject to abuse and influenced by the pay increase, proper funding, friendships, dislikes, etc.

Pay Administration - this is a complicated issue and how it can be done fairly with proper cks and balances is difficult. I am very aware that there are special needs between agencies and one size fits all method doesn't always work well for small agencies. Though the current system isn't always fair, I'm not sure any other alternatives would be any more effective or fair.

In review, if we were to change the way pay increases are given, I do not believe the State could afford the impact. Without the proper funding for all agencies, decisions will be based on numbers and the evaluation process would loose all credibility thus having a dramatic impact on employee moral. Good honest evaluations always have and always will compensate the employee some day and in some way.

Thank You for requesting our input -- hope you find something useful

Email 244

I believe that employee pay should be based on employee merit and skill. I have worked for the KDOC for over 3 years now. I have 25 years plus experience in my field of work. I have received exemplary employee reviews since I have been with KDOC. And yet, when I was starting with the KDOC, I received the lowest pay offered, negating any experience I might have, and I only receive a raise when everyone else does. I have never worked anywhere where one could not earn a raise.

Email 245

1. It appears to be good as long it stays effective forever.
2. I rather see a pay grade without pay step..
3. I believe that work performance should be looked at really hard cause maybe a person with expericene verses education sometimes performs not saying that education isn't a bad thing at all..
4. They really need to look at what agency is best inneed ..

Email 246

1. University dispatchers should not make the same amount as KHP dispatchers. Their work load does not compare to that of KHP.
2. New hires for KHP dispatchers should be required to start at the bottom, regardless of their past experience, with the expectation that they need to prove their abilities BEFORE they are eligible to be paid the same as those that have been with KHP for 2 years.

Email 247

I am the supervisor of the Heating, Ventilation, and Air Conditioning (HVAC) shop at KSU Facilities. I have lost three personnel in the last year to better offers elsewhere. These better offers were \$5.32 more per hour for a vending machine company, over \$5.00 more to go to work doing the same type of work for the local school board and more than \$7.00 per hour for a local contractor.

The personnel in the HVAC Shop (Refrigeration Tech Sr., Range 19) used to be paid two steps higher than the other skilled shops. A few years ago that changed and they made everyone the same. Now these HVAC people are being paid less than the other skilled shop personnel. Something is wrong with this idea as Refrigeration people have to go to school and pass a test to become certified in order to be able to handle refrigerants. No other shop personnel have to do this. They also have to be certified in Asbestos handling and removal. None of the other shops have to be certified for anything but Asbestos with the exception of the Electronics Tech (Range 23) and the Asbestos Workers (Range 22). I think that everyone in this shop has at least one additional job on the side, I myself have three in order to pay bills.

I have worked here a long time and remember when parking permits were \$3.00 per year instead of \$150.00. Gas was about \$.39 per gallon instead of \$3.00. Health insurance was \$8.32 per month instead of \$350.00. I had much more buying power when I started than I do now.

That just isn't fair to your employees, who have served the tax payers faithfully for years

The state has not kept up with inflation except with what they charge for taxes

I hope this enlightens everyone as to why we can't get people to apply for our open positions and why everyone working here already are very disgruntled and looking for other jobs.

Email 248

1. Number of Pay Plans - While simplifying something down is a good idea, there is only so far things can be simplified before they become inaccurate or ineffectual. I think a group of employees as diverse as those working for the state would need more than one pay plan. Having said that though, I don't know enough about what is being considered or suggested to provide a comment.

2. Structure of Pay Grades - We used to get step increases, but for the most part we don't anymore. What is the purpose of steps if pay increases are not connected with them? New hires don't necessarily start at the bottom step, people in the system don't often get step increases anymore, and people at the top don't have any place to go. If new hires can be placed someplace other than the lowest step it doesn't make any difference if it is a stepless pay grade or not. If employees that are already in the system don't get step increases it again doesn't matter if it is stepless or not. If selected employees can be given pay increases even if step increases are not allocated across the entire system then there isn't much difference between a step system and a stepless system. The step increase used to be somewhat of a security blanket because you were usually given the increase. State salaries are always below the private sector so it wasn't like we were getting rich, but it did mean we had a bit more security in knowing we weren't falling so much farther behind.

3 Basis of Employee Pay - Longevity is not the best way to base a person's pay, but your other choices are reasonable either.

Work Performance - Basing it on work performance means relying on an evaluation system that is basically non-existent. Evaluations are not done on a regular basis (sometimes it is YEARS between evaluations) and when they are done it is made evident that they are not a priority but rather something that is a pain to do and that has to be cranked out quickly because there is no time for them. You can't base pay on work performance if there is no operational system in place to measure that performance.

Education, Training, Skill Acquisition - I think this is a more workable option because of the lack of a way to accurately measure performance. Education, training and skill acquisition can be measured fairly consistently. It also seems like as an employee acquires more skills they get assigned work farther and farther outside their position description without moving up the pay scale, especially for those at the lower end of the pay scale. I also see currently see inequity among employees with the same educational requirements but much different pay levels.

Job Licensure and certification - This seems to tie in with the previous section (Education, training...).

Longevity - Longevity does not necessarily mean someone is doing a good job. Longevity pay is valuable now because there isn't much else.

4. Pay Administration - This doesn't really answer the question you asked but... I believe that the state government/system as a whole is not committed to state employees. Pay is one aspect of this, but there is much more. State employees, at least those I know, don't see regular evaluations, don't receive training (except for those that have jobs similar in all agencies such as human resources and accounting), do work above what their position is responsible for with no additional compensation, etc. In an environment like this employees feel they are unappreciated and seen as unimportant. Staff is cut, workloads increase, more is expected, pay does not come close to keeping up with the cost of living, recognition is often minimal or nonexistent, and there is no system in place to let workers express themselves or have real input.

This sounds totally negative which I don't mean to do. I have worked for the state for a number of years. I stay mainly because I have a family and the agency I work for is very family oriented. This means a lot to me. I haven't moved to a different job because that was important. We made a conscious decision to have me stay with the state while we raised our children. My husband left the state system because we had to have more money. Thank you for asking for employee input.

Email 249

I appreciate the ability to respond to these questions.

1. I am in favor of multiple pay plans for classified employees. Certainly this is a tool that could be used to retain talent and to compensate more fairly, those who must maintain certifications or who are subject to greater personal risks.
2. I am in favor of steps. Any employee will feel that they have hit a glass ceiling if there is no progression in compensation.
3. In my view, *Work performance is the most important criteria. Followed by certifications and skill acquisitions. I think Longevity is the least important but I have always had a concern about being "topped out". The state seems to adopt an attitude of "where are you going to go now". This has a negative impact on the end product of our work force with the very people we rely on to transfer skills and knowledge.
4. I agree that one size fits all does not work and contributes to the loss of talented employee's who feel under compensated. I think that "like jobs" should receive "like pay" no matter the agency. The danger there is, who decides what a like job is? While clerical positions might be the easy example, I'm sure you would find that State Troopers would loudly protest being compared to Correctional Officers, while KBI Agents would strenuously oppose being compared to Troopers. I honestly don't know how the fear of being "cut out" could be overcome. I have always felt my own agency needed it's own pay matrix but how that would work state wide, I really have no idea. The only thing I can think of would be the Governor deciding on an agency by agency basis. No matter what you did, there would be loud outcries of favoritism.

Email 250

1. Number of pay plans – Since the current pay plan is not followed (funded), it doesn't make sense to me to develop several pay plans. If the legislature will agree to fund the plans and step increases for good performance or agree to fund the pay plans first before any other budget issues or the legislature is willing to put into statute that they must fund state employee pay plans as designed, then it would make sense to have several plans. Otherwise, it is a waste of your time and talent to put them together only to have them cast aside because the legislature refuses to change their current method of funding state salaries.
2. Structure of pay grades – If the legislature would agree to fund raises, I would like to see the pay grades without steps so a person could be given a raise that was appropriate to their work over the last year. However, past history (before the current planning method of not budgeting for pay increases at all) is that the Division of Budget (DOB) had agencies only budget for a certain percentage for pay raises and didn't allow for more than the one step (currently about 2.5% increase?). This puts the agency's fiscal director in the mindset that no one can have a raise that is higher than the percentage DOB recommended for planning and it makes it very difficult to get approval for anything more than that percentage. I realize this is out of your hands, but it is a reality about how the agencies have handled raises in the past.

3. Basis of Employee Pay – Work performance, education and job related licensure/certification are all excellent criteria to base pay on. However, longevity pay is an appropriate reward for dedicated employees who have continued to work for the State of Kansas when:
 - a. Merit and/or cost of living raises were not given,
 - b. Employees were made to do far more than they were originally hired for because of budget cuts that kept agencies from hiring staff to replace others who resigned or retired, and
 - c. Employees were verbally abused and criticized with such terms as lazy, negative and unmotivated by legislators. I don't know of any employees in the Dept. of Commerce that I would use those terms about.
4. Pay Administration – If job classifications are continued, I believe the pay should be the same regardless of what agency the person works for. Currently the person would start at whatever pay is appropriate for their experience and education and I believe that is acceptable. If an agency has a job that requires something more of someone that a current job classification allows, then an unclassified (special project) position is designated and that person gets the amount the agency agrees to pay. I think that is fair.

Email 251

1. Number of Pay Plans - More than one pay plan would be a viable option, particularly if tied into Issue 3. Separate pay plans could be set up for a specific category of employee to remain on the grades/steps (specifically temporary, part-time, or unskilled employees); while other categories are set up on a pay plan based on the criteria as outlined in Issue 3.
2. Structure of Pay Grades - Some categories of employees would benefit from remaining on the grades/steps. But not all positions should use the grades/steps plan. In my position, for example, I earn the same or less than others in the same position, depending on when they came into the grades/steps process, regardless of my job duties, level of skill, or performance.
3. Basis of Employee Pay - I would rate the criteria in this order: 1. Work performance; 2. Longevity; 3. Education, etc.; 4. Job related etc. An employee's marketability should be kept in mind when determining rate of pay.
4. Pay Administration - Allow the individual agencies to adjust an employee's pay if work performance merits an increase, or if a change or increase in duties merits an increase in pay. If the grades/steps remain in place, allow some flexibility to individual agencies to petition for an increase for an employee whose performance or job duties merit a review. A possible review of positions to create better equity would help.

Not all employees in my particular position possess the same skills and training, nor do they have the same duties. As your letter states, the "one-size-fits-all method" is very limiting. Additionally, if we are not able to merit an increase in pay for enhancing our skills or taking on additional responsibilities, what incentive is there to excel other than what our own personal work ethic demands of us?

I am very excited about the possibility of pay plan changes and support your efforts wholeheartedly. It is much appreciated!

Email 252

I prefer that it be on longevity which is more objective than on work performance which can be subjective. Some supervisors think that the better employees are those that flatter them the most rather than the ones that actually produce the most.

Email 253

1. Number of Pay Plans: Need a separate pay plan for those who work in areas with more risks - i.e. Department of Corrections; Department of Transportation.
2. Need to continue using pay steps - this keeps it to where everyone is the same - the pay isn't based on how a supervisor perceives your work (all supervisors would not rate one person the same).

3. Longevity I believe is the best way. This gives someone incentive to stay working with the State of Kansas.

4. I believe the separate pay plan - set up by the State - for those who work in areas with more risks would be a start in recognizing the unique needs of individual agencies.

Email 254

Number of Pay Plans: If you are meaning a separate pay plan for Secretaries (Office Professionals), Facility Workers, etc. That would be OK. Although it may be easier for the accountants if there were only one pay plan.

Structure of Pay Grades: Pay grades without pay steps so the person in charge can actually fit the work, work ethics, education, longevity, and/or skills to their pay and not have it just be based on their work duties only.

Some people do an excellent job and they can't go anywhere in their pay because they are at the top of their pay range at the last step and stuck. They actually have to leave a position that number one they like, number two are very happy with, and number three the department or facility they work for are very pleased with their work and they can't give them an increase just because they do a very good job and have more skills and run more programs than they did before. The worker is in a position that either they find another position with higher pay or they can't pay their bills at home. Some of us are actually single on one salary and actually enjoy their current position, but to be able to make ends meet they have to find a better paying job and they can, but wouldn't it be better if a person in a position that the worker likes, the people he/she works for likes them, and keep them there at better pay when they deserve it.

Hint: I live in an old trailer house and rent the land and still have a hard time making ends meet because the bills have gone up so much there is no way they can keep the same job or they cut out things at home and there is nothing left to cut. Except the TV, Telephone, and Internet (14.95). The department can't give them a raise and they don't want to lose this person so like I said we are just stuck (SOL).
This needs fixed.

Basis of Employee Pay: All that is listed in that order. Longevity, Skills, Work Performance, Job Licensure and Certification, Education, and Training

Be careful on longevity. Longevity can mean two things. The amount of time they have worked for the State of Kansas as a classified employee through a university or other places or it can also mean that they have worked with the same department or place for a very long time at the same job for a very long time.

Example: I have worked for K-State for almost 22 years, but I have worked in the same department for 17 plus years. Some one may work on campus for 22 years and have worked for 14 departments under 3 to 5 years each. I think it is better to stick with one job and completely learn the job and stay around. This way the department doesn't have to keep retraining people to do the same job over and over. This should be a basis on pay, if one sticks around and learns the job and keeps learning new things in that department and helps out more and more then there should be a way of helping them with the pay they get so they don't have to leave the position because they are at the top of their scale and can't make ends meet.

I personally think that the pay that an employee receives should be considered by the department or place that one works. The people he/she works for should have a little say so in this area because they actually know whether that person actually can do the job and they also know whether that person does the job. So if an office professional position is on pay range make it large enough so that the person making pay decisions can actually pay the person what he/she is worth and not what someone says they should be paid. (I know there are some places that wouldn't pay anybody anything on a merit basis, so you need to also be sure that there is a good beginning in pay with pay increases without the employer making decisions so that doesn't happen.) There has to be a way to give the employer a little say so in the pay if the worker is a good worker with good qualities and has been stuck in the position for a long time with only COLA raises that aren't much. The bills

go up more than the COLA raises.

Pay Administration: Make the job descriptions or titles a little less tight. In other words, Office Professionals (Secretaries).

In this area we have Supervisors and normally they work for department heads and or deans, presidents, etc. Plus they train and/or supervise other employees, plus higher and fire employees, plus other things (I don't want to list them all). Then we have Keyboard Operators (People who run the computer doing classwork, exams, research papers, graphs, equations, data entry, travel, etc.) Then we have receptionists who do the mail answer the phone, type correspondence, etc., but we are all secretaries we help other people no matter what we do for them.

Why does there have to be so many classifications. Why can't we be Office Professionals and/or Secretaries and there be a scale of pay and the department or place that hires them start at a normal rate of pay and then after they have been there 6 months give them a raise, but not one that is set, but one they actually deserve and then each year when evaluation time comes around the department can give good employees raises for going above and beyond the call of duty. (I know some departments won't do it, but there are some that will). You could make it mandatory that if the person does an evaluation and gets a good rating of some sort (there are four types of rating on the current evaluation sheet) each department has to give the person a merit raise depending on the type of rating he/she received. That way unless they get a very bad rating, they would get a raise of some sort. If during the year the employee takes on more duties (not necessarily changing their position title), then the department could actually give the person a pay raise because they have received more duties in the same position. Which happens a lot! Now we take on more duties, but there is no benefit from it, we just do more and more work at the same rate of pay. An example would be in the last few years I have taken on another professor and travel for all my professors. It would be nice if the department could actually give the person a raise because they took on more duties with in the job they are doing. The way it is now, the employer gives the employee more duties, but when the evaluation came around, they couldn't give the employee a raise because they took on more duties and did them well. No merit raises for anything that an employee does is bad. The employer should be able to give a raise for doing more work which doesn't change their title or promote them.

Comments: I don't know if I have answered all your questions the way you want or even the way they should be answered, but I do know that the current system leave employees and employers in a bind when it comes to pay. The employer can't give an evaluation and then say you have taken on more duties or you have done the duties you currently do well and give them a raise to commend them and keep them in that position. It is not right. More duties should me more pay, because the employee does more work.

ALSO, and it is probably a law, but can't you do something about the firing system for classified employees. Make it less painful on the employer so if they have an employee that doesn't do the work and they are bad employees they can do something. Take away some of their pay or fire them. I guess I am tired of hearing employees say, "**I am a classified employee and you can't fire me**" or even take away a little pay for not doing the work they should be doing. Do you realize that an employee can come to work and do nothing all day to help out and still keep there job and their same rate of pay, while another employee takes on more work and gets no extra pay. That is unreal. I have worked around some really rude employees that don't do much of anything and they keep their jobs and their current pay for what, nothing. That is not good either. Maybe just a demotion in pay for being a bad employee would be good also. Something needs to be done in that area because it is not fair to a good employee or the pay system or the employer.

Have a Great Day! Don't mean to complain so much, but some things in regard to the pay as a classified employee just is way out there.

Email 255

Basis of Employee Pay: I would like to see work performance as the most important criteria in determining pay of an employee. At Pittsburg State University every classified employee undergoes a yearly performance review. I would

like to see that performance review play an important role in determining pay increases.

I also think that education, training, and/or skill acquisition should be an important part in determining starting salary. I think if a system were put in place that would allow position's a salary range (ie starting salary range \$25,000 to \$27,000) then the starting pay could be based on education, training, and /or knowledge of the job. I think job related licensure and certification would fall under this area as well.

Pay increases could them be determined by work performance of the employee and work load of the position.

I think longevity should play a smaller role in determining pay increases. Yes, some employees with seniority should have a higher salary then those newly employed. On the flip side, some employees with seniority may not have as much knowledge, education, etc. as newly hired employees and their job performance may not be as high as the newly hired employee.

Number of Pay plans: I think the number of pay plans could be based on the number of agencies within the state. For example, The Department of Transportation and Commerce could have a pay plan. The Department of Social and Rehabilitation Services and the Department of Health and Environment may be able to fall under one pay play. State Universities may be able to fall under yet a separate pay plan. I don't see one pay plan working for all state agencies because of the diversity of the agencies and jobs. I don't know how it would be determined which agencies would fall under which pay plan.

Structure of Pay Grades: Pay steps could still be part of the pay plan. Each step could have a salary range (hourly range) and employees could move up a step each year but the amount of increase would be based on: 1. Job Performance 2. Education, training, experience 3. Longevity

Example: Employee is on a step 1 making \$12.00 per hour. After one year of employment employee is moved to a step 2 and will make \$12.35 to \$12.65 based on set criteria I.E performance, longevity

Thanks for the opportunity to give input.

Email 256

1. I would have to see the pay plans. I would need to see how they are structured ranges, steps. I would need to see how many are in each pay plan example the more people the less salary increase there may be due to the amount of people being paid. This could be very political due to what legeslature has a more prefered division so they want them to be paid more. An example would be they like troopers better than correction officers so they would want them to have more money.

2. This would be okay as long as done at fair market value I would need a definite definition and see what guidlines would be used.

3. We should recieve a madatory step increase every year. When you reach the end of a range then you move to the next range. Example of this would be I am on range 22 and have no more steps to move to. Move me to range 23 and step equivalent to my hourly salary and every year get a step increase. Other issues of the salary can be used such as work performance, attendace and being to work on time could be used but they already are covered on evaluations.. This would have to very carfully be monitored because in the past. Example back when the state had money they tried an incentive plan of if you got an exceptional eval you got 10 per cent instead of 5percent. This was okay except for the preferential treatment some employees recieve from there evaluators.

4. You really need to look at the cost of living standards. Some areas of the state are cheaper to live in than other areas also some areas have wage competition that makes it hard to get employees.

Email 257

1. Number of Pay Plans - I think the use of more than one pay plan is good idea for the State. Since the State of Kansas Employs a very diverse work group it is near impossible to make one pay plan fit all the professions. I would assume that pay plans for Social Workers (SRS), Scientist (KDHE), Engineers (DOA & KDOT) are going to be very different. Further market forces for each of these type professions can change at different rates and a pay plan needs to be able to keep up with these market forces. i.e. market pay for the Scientists may increase at a faster rate than for Social Workers. A single pay plan would put the State in the same place it is now with certain job position not keeping anywhere close to the market rates. I know for DFM, we advertised for an engineering

position about a year and half ago and received no applications from professional engineers. We found someone internally to fill the position which left another gap in Facilities Planning. This position was eventually filled by an ex-employee of the DOA.

2. Structure of Pay Grades - I think the use of the pay grades makes it very difficult to keep up with market forces for different job positions. By getting rid of the pay steps, DOA can more easily keep up with the market rate for various job positions. Right now the pay steps have put some jobs positions over 25% behind the market. Having a range that can be used and adjusted based upon market forces would give the State much more flexibility in filling positions and keeping employees.
3. Basis of Employee Pay – The starting pay for a person in my position should be based upon education, licensing, experience and market information on Mechanical Engineering Pay. Pay increases should primarily be based upon performance.
4. Pay Administration – I think the agencies should put together pay plans for the various types of Job positions they employ. The oversight that DOA should be performing is to question whether pay rates are in line with private sector. If they exceed the private sector questions need to be asked as to why this is the case or limitations need to be put in place to keep the pay in line. If there are special circumstances the agency would need to prove that the private sector data being used by DOA is incorrect and provide the correct private sector information.

Email 258

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- Increasing the number of pay plans will not increase the likelihood of fair or appropriate compensation. In fact, increasing the number of pay plans will more likely allow or even encourage disparity between and among State of Kansas employees.
- One pay plan that is well designed, appropriately administered, and appropriately funded is all that is needed.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- Pay grades without steps allow supervisors to reward employees commensurately with their performance, thereby positively impacting employee retention. Paying within grade will benefit both the State of Kansas employees and the State of Kansas taxpayers.
- Pay steps are not effective for employee motivation or, more importantly, employee retention. Pay steps reward the average comparably with the outstanding. After time, the most effective employees may lose motivation because they receive no more reward than employees who are consistently and obviously less effective. And, employees who choose not to let themselves lose motivation in job performance are more likely to leave State of Kansas employment in favor of other employment where their effectiveness will be better recognized and rewarded.
- Pay steps become even more problematic when they are used as political leverage by the Legislature. Freezing the pay steps does nothing to retain the best employees. At least pay steps tied to acceptable-or-better evaluations might help to eliminate those employees failing to perform.
- Without linking evaluation to compensation in some way, the mediocre have no reason to improve. Without linking evaluation to compensation in some way, some supervisors opt out of evaluation, again giving the mediocre no reason to change.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

- Work performance is the only consistent and positive basis for employee compensation.
- Education, training and/or skill acquisition are the foundation for work performance. Having the education, training, and/or skills for the job without using one or all effectively results in reduced work performance.
- Job-related licensure and certification are also required for work performance. Without appropriate license or certification, the employee should be barred from any position requiring the license or certification.
- Longevity is simply reward for breathing longer. Rewarding longevity without rewarding work performance is counterproductive.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Appropriate job design and placement in pay grade are critical. Releasing compensation from the confinement of steps will also help. If the applicant pool for a specific position is inadequate or applicants with needed skills are hard to recruit, the position could be approved for premium payment (similar to the premium paid for evening or night shift workers).

I appreciate the opportunity to provide input on these key questions and look forward to positive change in the State of Kansas compensation plan.

Email 259

I'm not opposed to a different pay plan. The criteria that is listed would be subject to a persons opinion. One persons opinion of exceptional or standard is not necessarily the same as others will be.

This line of work isn't for everybody. A college degree doesn't automatically give you tact and common sense.

A personality conflict with an evaluator would not give a neutral opinion.

Experience should have a certain amount of input.

This occupation is and will be forever changing. Every public contact in and out of uniform is different.

The criteria and demands on a person and their families in this occupation sets them apart from other agencies in the state. Not better or worse, just different.

I don't have an answer to the problem. Having a pay plan subject to limited evaluation is not the answer.

Email 260

1. NUMBER OF PAY PLANS Taking in to consideration of how many classified state employees there are it would seem like more of an undertaking to divide all of these employees into unique categories than the outcome would ever be worth.
2. Structure of Pay Grades Considering the number of years I have been employed by the State of Kansas, I can not see how it would be proper to think that a person who has just entered the employment system could even be considered to have the knowledge or experience of a veteran employee who has worked their way up through the ranks and therefore should not be on the same pay step or grade as the veteran employee.
3. Basis of Employee Pay In the type of work I perform for the State of Kansas, I would consider work performance very valuable along with training and /or skill, which comes with longevity
4. Pay Administration I truly believe that the system that we are paid, evaluated and compensation is delegated has worked for decades and is still working. So if it isn't broken don't try to fix it. There are a lot of other issues that need to be attended to before the State's Pay System needs to be examined.

Email 261

1. Number of Pay Plans – The State of Kansas currently uses one pay plan to administer pay for all classified employees. This system of payment has worked for many decades. And has been fair to many employees. The system isn't broke so why try and fix or change it? And also why copy cat what many other states do. This isn't keep up with the Joneses.
2. Structure of Pay Grades – Current pay grades of the state pay plan are divided into specific wage rates called steps. Employees assigned to a pay grade can be paid only the wage rate of one of the steps in the pay grade. It sounds very unfair to me. Because an employee that doesn't have as much experience could be making more than an employee that has more years and experience. IT'S NOT BROKE DON'T FIX IT.
3. Basis of Employee Pay – The State of Kansas currently has a system based primarily on longevity to determine an individual's pay within the pay grades. The most important thing is LONGEVITY. Because I have worked for the State for 29 Years. And I have seen a lot what I call Job Hoppers. They are here long enough for training then leave. That is bad for the employer and causes low morale.
4. Pay Administration – State employees work in diverse state agencies which each have unique needs. State governments have commonly provided a state-wide structure for compensating state employees while delegating some authority and responsibility to agencies for administering compensation for employees within the agency. THIS IS WORKING DON'T FIX IT. I don't see the need to follow the many other States you keep mentioning over the bridge. IT'S NOT BROKE DON'T FIX IT.

Email 262

Thank you for asking.

Question 1. Keep one pay plan

Question 2. Keep pay steps in pay grades

Question 3. Keep longevity. Experience is valuable and deserves additional pay. Consider adding uniform state wide additional pay for REQUIRED additional licensure or certification.

Question 4. State agencies have no reason to believe they can not staff their agency using the existing single pay plan and steps in pay grade system. The barriers are in the processes of using the current system not in the system itself.

Previous studies have shown how unfairly some Kansas State agencies have evaluated their employees as outstanding when money was available to provide additional money to employees rated as outstanding.

There is an existing employee recognition program that may be used for truly outstanding employees. Agencies should utilize this existing program instead of complaining or implying the current system needs changes.

(I have previously been employed in other states, for many reasons I am glad Kansas has its current system)

Email 263

I agree with the STEP process as long as they are not frozen for 5-6 years, and you know what kind of raise you can obtain.

I think there should be different pay plans for different jobs/classifications. An employee should not max out of the pay plan if they stay at the same classifications for 25-30 years. The pay plan should have steps or something to compensate employees for remaining an employee and not having to promote to obtain raises.

I would like to see incentives for education, longevity and licenses held.

Email 264

I am a current classified employee for Kansas State University. Looking at the letter and issues about compensation I feel that some issues would be better left alone and some definitely could change. I like the one pay plan and not having different plans, I feel that pay steps in pay grades is better to equality on employees and it would save problems with going to a good-o-boy system.

I feel that pay steps should be given on work performance - education - training and/or skill over longevity. Just because someone has been at a position the longest doesn't always make him more efficient or a better employee. The one-size-fits-all method does not work. There is so many different positions that have different responsibilities and some should get paid more and some should not.

I feel that in addition to pay issues the annual leave / sick leave should be increased. I know that it has been discussed and I thought it passed once but then was kicked back due to an organization that was not included. That could just be rumors also. The other issues would be an extra D-Day per year and uping the shift differential for employees that work from 3:00 p.m. to 7:00 a.m. for all workers in the university setting. I feel that a set rate across the board would be great.

Thank you for your time and consideration.

Email 265

I am a state employee of 7 years and have worked for the City of Garden City and the County of Saline. So, I feel fairly cognizant of governmental pay matrixes.

NUMBER OF PAY PLANS: I am admittedly biased but any state employee that faces the inherent possibility of losing his or her life should be on a separate pay plan. To classify my position along with someone who sits at a desk generally safe from violence and free of making life or death decisions seems odd. I also feel that high levels of education or skill deserve a different plan. There does need to be a system developed whereby our pay plans are separate and can act independently.

STRUCTURE OF PAY GRADES: I think changing the system to allow open steps invites serious bickering. We have to acknowledge human nature on this one. If I am making less than a person who came on with me and it appears that we are equal employees problems will be spawned. We are State employees and know that being rich will never be our lot in life.....at least let it be fair and even in our pay.

BASIS OF PAY: While I agree that work performance, education, and longevity should all be a part of pay I know from experience that this seldom works correctly. While at the City of Garden City I consistently received fantastic work reviews and was given higher pay raises than my peers. In other departments reviews were cooked so everyone got the highest raise possible under the system. While I believe I was a gd employee I don't think I was that much better and instead believe that I was liked more by staff. Being liked should not be the main requirement for pay. Again, due to human nature I think there needs to be a large part of pay based on longevity and say 1% a year contingent on performance review. In other words, most of the pay would be based on years of service and a small bonus would be contingent on work performance.

PAY ADMINISTRATION:As a lower level employee I'm not sure I have the knowledge to adequately address the question. Obviously each dept. has different needs but it seems that a decentralized system would lead to chaos. Perhaps this boils down to the D of A doing intensive research and developing expertise in all aspects of state business prior to making pay decisions in each department.

Thanks for the opportunity to have input.

Email 266

1. Number of Pay Plans - I believe the Jobs within the state very greatly. These unique jobs should have pay plans created that suit each occupational group.
2. Structure of Pay Grades - I like the current process of pay steps within pay grades.
3. Basis of Employee pay - I think the following criteria should be considered for pay: Longevity, Education, training, and/or skill acquisition, Job related licensure and certification. The use of work performance for a basis of pay sounds good, but our agency has seen in the past that work performance is relative. What one supervisor sees as excellent performance, may be viewed as only adequate by a different supervisor. If both employee's performance was actually the same, but was reviewed differently, and that review effects pay. Then one employee would be receiving incorrect compensation.
4. Sorry, I don't have an answer to Pay Administration.

Email 267

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- Work performance
- Education, training, and/or skill acquisition
- Job related licensure and certification
- Longevity

Work performance is really the acid test. All the education in the world does not help anyone if not applied in the job.

Email 268

Many would like to see some semblance of salaried parity with area wide similar job classifications. In other words, similar compensation for similar duties as private or federal employees in the same area. Such consideration would certainly be an advantage in the struggle to encourage employee longevity, and discourage attrition.

Email 269**Pay Plan for Corrections Line Staff**

I believe that longevity based pay system, works better for correctional officer and line supervisor. The work performance part is built into the e-val, and already used for pay increase considerations. As staff gain longivity in corrections [line staff] they gain valuable experience, that they can not get any other way, and the ones that dont, get weeded out. For the most part it not a perfect plan, but it works well.

Email 270

Response to Letter to State Employees regarding State's classified pay plan.

I believe that the pay given to state employees is below market for most, but certainly not for all.

After working in the system I noticed if your immediate supervisor doesn't like you personally, regardless of how you do you work you are treated accordingly. If pay comes into the picture and you are not liked, you are at the bottom of the barrel. I have also notice that if you are a bad employee, you are sometimes encouraged to continue that bad behavior.

It would be nice to be acknowledged for your good work and it would be nice to see the ones that blatantly mess with the system recognized as well, but we know that there is no perfect way to make things any fairer than they are.

My thoughts on the pay plan are to leave well enough alone.

Email 271

Number of Pay Plans - A single pay plan with suitable adjustments could be used to administer pay for all classified employees. One example would be the pay system for military personnel, which has one basic pay system with "add-ons" to account for such things as cost-of-living differences in the major urban areas (Kansas City, Wichita, Topeka), hard-to-fill positions or locations, and the option for incentive pay to attract and retain highly qualified people with critical skills. Some flexibility would be required to periodically adjust the pay grade for certain classifications to reflect the going rate for similar skills. Some attention must

also be paid to the effect of future legislative action on the pay plan. One of the major flaws in the current system is that a matrix system is designed to provide a steady series of small longevity increases so long as overall performance is acceptable. These were frozen for several years and are now evaluated on a yearly basis with no real expectation that they will continue on a regular basis. This skews the pay system against new hires, creating an incentive to leave state employment at the earliest opportunity. The effect of mandatory KPERS contributions, the low interest rate paid on contributions, and the long vesting period also create an incentive for new hires without prior state service to leave as soon as possible. To add insult to injury, mandatory KPERS contributions are subject to state income tax. These effects are exacerbated for employees in highly skilled positions in urban areas, since the current state pay scale is often below the market rate for employees with similar skills. This produces high turnover and increases training expenditures.

Structure of Pay Grades - If a system with pay grades and steps is adopted, the system should allow for step movement in both directions. Sustained good performance should result in regular step increases. Unsatisfactory performance should result in loss of a step. Should the legislature again decide to suspend step increases and/or cost-of-living increases, the intent of the pay system will be thwarted and employees and the state will suffer.

Pay grades without steps would allow for greater flexibility but may also result in perceptions of favoritism unless a better system for performance evaluation is developed. Also, greater flexibility is of no value unless it is actually used. For many classifications in the major urban areas, the pay grade for each classification results in compensation that is significantly below the market rate. So far, the state has chosen to try to remedy this only for classifications which are 25% or more below market rate statewide. If a change to a system without steps occurs, the transition will have to be carefully designed to avoid alienating current employees.

Consideration should also be given to movement between pay grades. Currently, movement between pay grades is usually dependent on a vacancy in a higher pay grade due to retirement or resignation of a more senior employee. In some classifications, a career progression program has been developed to allow movement to a higher pay grade based on attainment of specific experience levels, certification or training levels, and demonstrated ability to perform the duties of the higher pay grade. This has been implemented to systematically develop capable employees, provide a definite path to higher pay, and attract and retain high quality employees. In many classifications which have a series of pay grades from trainee to experienced employee, similar progression plans might be beneficial.

Basis of Employee Pay - Using longevity as the primary basis for pay increases within pay grades is outmoded and needs to be changed. The world has changed since the matrix pay concept was developed and the pay system must also change. Work performance should be the primary basis for determining pay increases within a pay grade. For those in trainee classifications, work performance along with acquisition of the skills, licenses, or certifications to move out of the trainee classification should be the basis for pay increases within the pay grade and for movement to a non-trainee pay grade.

Switching to work performance as the primary criteria for pay increases within grade will also require a better system of performance review. My experience with the current evaluation system is that it is not taken seriously by many supervisors. Descriptions of employee performance are often vague or meaningless. So-called critical outcomes for future evaluations are seldom specific, realistic, or measurable. Performance counseling between regular evaluations is seldom done.

Pay Administration - If statewide equity is an important goal for the state pay system, serious attention should be given to defining "statewide equity." Simply paying everyone in a given classification the same amount achieves some "equity" but completely fails to take into account the differences in cost of living in different areas. In smaller towns where property values and taxes are low, a given wage will produce a higher standard of living than in a larger urban area, where property values and taxes are much higher. Federal civil service and military pay plans attempt to adjust for this difference in cost of living through the

Email 271 - CONTINUED

use of indexed cost-of-living adjustments added to the base pay of employees living in high-cost areas. Should the employee transfer to a lower cost area, those additional payments are reduced or eliminated. This approach is one way to achieve statewide equity for most classifications.

For some classifications, it might also be possible to use a system of supplemental payments based on skill level attained and local market wages for employees of comparable skill level. This would permit some adjustment for differences in demand for certain skills in different areas of the state. This might reduce a tendency in some classifications for the state to hire new employees in trainee classifications, train them, then lose them after a year or two to other employers who need similar skills and are willing to pay wages significantly higher than the state. This has been a particular problem for highly skilled classifications in major urban areas. Employee turnover places a significant burden on the state due reduced organizational effectiveness and the constant need to train new hires and then replace them shortly after their training is completed and they have gained some experience.

Other Ideas - In addition to changing the basis of employee pay, consideration should be given to increasing the portability of retirement benefits and contributions. More frequent job changes and even career changes are a reality and must be taken into consideration. The easier it is to move into and out of state jobs, the more likely the state is to attract well-qualified replacements for those who resign or retire. Also, the possibility of moving into and out of state employment might benefit the state by creating a continuing inflow of new ideas based on experience with the best practices of the private sector and other governmental entities.

Email 272

Regarding the number of pay plans and the structure of pay grades – the state already has a “unique” pay system using pay grades to determine the pay for each position with each position having “unique” qualifications and requirements. The use of pay steps within the pay grades helps assure that there is equality among employees within each pay grade, if there were no steps, then the rate of pay within the pay grade becomes arbitrary and is subjective based on the whims of a supervisor. Without pay steps, it would seem to mean that whatever I start at I stay at with a raise only being given when the legislature approves a cost of living increase for all employees.

No pay plan will work if it is not funded! The idea that our current pay matrix system is broken is absurd, it just needs to be put into law so no one can stop step increases and use our raises to balance the Kansas budget!

Basis of Employee Pay- an important evaluation factor has been left out – what about basing the pay matrix on the value of the current job market in the private sector. Structure the pay matrix within the pay grade by my “type” of work in the private sector of the state and comparable to pay in the private sector of the surrounding states or geographical area. Longevity is the same as seniority and should always be a top consideration.

Pay Administration – under the present system the agency has the ability to change job classifications in order to fit the “unique” needs of the individual agency.

Again I stress the fact that if the Legislature won’t fund a pay system every year, then the best pay plan won’t work. We need to pass a bill that will make the pay matrix solid like the longevity pay is and then bring salaries into line with the job market in the private sector.

Email 273

As an employee of the Kansas Department of Corrections I have only two areas of concern regarding the State of Kansas compensation system. The first is with the step pay grades. We (KDOC) had been "frozen" for many years at whatever step level we were at when the budget crunch hit and the "freeze" went into effect. We lost many good employees who left the facilities for other jobs where regular advancement was guaranteed. I, myself, had considered making such a move, but chose to stick it out and stay with the department. We lost wages and financial support for our families during those "freeze" periods. The annual cost of living goes up at a rate of approximately 4 to 5%, but we get 2 to 2.5%. We continually lose ground and will not ever catch up. It is no wonder that so many experienced, dedicated

employees leave to work elsewhere.

The second issue I bring up is sick leave. We are encouraged by our supervisors, and those of us that are supervisors encourage our subordinate staff to use sick leave sparingly (or not to abuse sick leave usage). We accumulate sick leave and hope that we never need it for anything major or catastrophic. At the end of our careers we have amassed huge amounts of sick leave, but we are only compensated for a set amount depending on how long you were a state employee. I have seen people planning their retirement and utilizing large amounts of their sick leave for discretionary surgery and recovery time, or just calling in sick every Friday for the last six months to "burn" that time earned. Many businesses and large organizations have gone to "buy-back" policies in which the employee is actually rewarded for having saved a large portion of their sick leave (50%). This would actually encourage employees to not abuse the sick leave system and save those precious sick days for a bigger payoff in the end. If we don't use all of our vacation time (annual leave) a portion of the days remaining is automatically transferred into sick leave. If we don't use the sick leave we lose that time anyway. The current system actually encourages employees to use their sick leave as if it is vacation days.

I don't pretend to have the answers, but it seems that the State of Kansas would support the state employees who are actually in the trenches on a daily basis serving the citizens of this great state with some real compensation that goes into our bank accounts and helps support our communities. Every year the governor proclaims a special day to recognize the hard working state employees and how important their work is to the state, but the piece of paper that proclamation is written on and the hoopla in Topeka to celebrate it doesn't pay my bills or put food on my table. I will get off of my soapbox now and allow you to continue your task. Thank you for the opportunity to put my two-cents worth in and to vent some frustration with the current system, if even for a moment.

Email 274

I have worked for the state of Kansas for almost 30 years, and it has never been this bad. We cannot retain people, we do not get good people, let alone all the work that goes to other employees while all these positions are not filled. At the time of my initial employment, personnel promised a step increase almost every year, at this time I still have not reached the end of my steps after almost 30 years. I propose any one with 25 years be moved to the end of their brackets and a 7 % raise to adjust these brackets. I also work with consultants in the engineering field, so I see what they are charging for some of the same services that I do and the cost difference is unbelievable. Whoever comes up with the wages that are comparable for a certain region, bordering states, that is doing comparable work is ridiculous. The rumor around here is that we must totally break it before it gets better. I hope this is not the case.

Email 275

1. It should stay at one pay plan
2. Need to keep the steps in with the pay grade.
3. Work performance must be considered even when using longevity.
4. Individual agencies should have some say in the pay structure for their employees.

Email 276

I greatly appreciate this opportunity to put in my thoughts on this matter.

1. Number of Pay Plans- Being in a class where there are so many different jobs under the same classification, I think that more than one pay plan could be useful if it is fairly set up. If not more than one pay plan then the classifications need to be changed. There are engineering Technicians in Design, Traffic Engineering, Labs, and those of us out in the field actually inspecting the projects. I believe there needs to be some way of compensating the employees differently for the different sections. Different sections have different certifications required, and for those of us out in the field actually required to have all the different certifications, and who actually inspect the projects, make the decisions and deal with the contractors, Should be compensated differently than those that never actually do inspection work or see a project.
2. Structure of Pay Grades- I like the idea of the open pay grades, as long as once a person gets an increase in pay it can't be adjusted back down by the legislature or other political organizations. The main thing for this category is it needs to be structured in such a way that KDOT's employees aren't the ones who have to suffer in times of Budget by Pay Grades being frozen as our step increases have been since 2001!
3. Basis of Pay- An employee should be compensated some for the length of service, but I feel that being able to increase compensation based on Performance, Skill, and Certifications would give us a way to help retain our employees. But in order to do this the evaluation system needs to be changed since most supervisors will not give an employee anything other than a satisfactory due to the extra paper work involved.
4. I don't really have any thoughts on how to balance the pay system for the different agencies for Kansas, but the balance within KDOT itself needs to be adjusted. Especially with the Equipment Operator Senior program I want to see every one be able to improve their pay but this system is highly unfair to Engineering Technicians. With the

revisions that were made to the EO Senior Program they start out @ 12.05 an hour and then you add the 10% for the Senior program and they are making 13.25 an hour. The starting pay for an Engineering Technician is 13.28 and with the current system moving up from an ET to a Senior is only possible when someone retires or leaves to open a position. And the ET Senior program they have been telling us that was coming since back in 2002. I just want to be able to keep my employees, and that is hard to do when the people who work in the maintenance department, who don't require all the certifications or have to deal with the frustration of dealing with the contractors have the opportunity to make almost the same pay that they are.

Thank you for taking the time to listen to my thoughts.

Email 277

I work for the Kansas Highway Patrol as a Motor Carrier Inspector II. My pay grade is 19. I have been with Kansas and doing this job since January 1998. So I am a nine, almost ten year employee.

Even though I have been with the state nine years, I am still on the next to the bottom step on the pay plan. I had a promotion and five percent pay raise in 2000, which came two months late due to Governor Graves freezing promotions and raises temporarily. I received another raise when Governor Graves eliminated the first three pay steps. And last fiscal year I received a step increase for the first time since 2000, six years. Due to the freeze on step raises not only has my pay not kept up with inflation, but I receive the same salary as an employee with three years service, with no seniority in pay or work status. And as a result, my average annual pay has only minutely increased over time. So down the road when I wish to retire, my monthly retirement amount will be less than an employee that has been with the state during the years of annual step movement and pay increases. I worry about maintaining any kind of satisfactory standard of living after retirement to the point of nightmares. Will I be the "bag lady" searching through trashcans in alleys for food?

During the last nine years the troopers and mobile Motor Carrier Inspectors (now LEO I's, II's, and III's), have received pay raises due to contract negotiations. I have no contract or union of significance, although I am a KAPE member. There are not enough employees at the same job across the state to have a "voice" for pay negotiations. As a result, we all go unnoticed. The computer department employees and even office personnel have also been "promoted or re-allocated". Now this year custodians and trades employees have received well-deserved raises in an effort to align their pay with the private sector. I'm not full LEO (Motor Carrier Inspectors on the job longer than I were LEO's in the past. This was discontinued, and they all lost their LEO certification). We can't join the Troopers Association, and there is no private sector job anything like ours, so again we fall through the cracks. We are law enforcement, but non-LEO status.

Motor Carrier Inspectors that work at the weigh station port-of-entries across the state write citations for traffic law violations, inspect permits, and perform the same commercial vehicle safety inspections as the troopers and mobile inspectors. We must interpret the traffic and permit laws of the state of Kansas and the federal safety regulations covering commercial vehicle equipment and drivers everyday of our career. And we must deal with difficult people daily. Our customer's, truck drivers, are here because they are required to be here, not because they love to see us. Yet according to our job description, our level of job difficulty is lower than an administrative specialist. Our standard classification factors are as follows:

Supervision Received: LEVEL A: Under immediate supervision: My nearest supervisor is 65 miles away. The Highway Patrol or I could both be sued if I make a mistake on an inspection that detains the driver or his equipment in error. Yet an Administrative Specialist is classified as a LEVEL C.

Difficulty: LEVEL B: Average: It's my responsibility to perform my job correctly. First I must figure out if the truck I stop is exempt from inspection entirely due to some quirk in the law. Then I must figure out what laws do apply, if any. Sometimes this is no easy task. Then if I can inspect the driver or the truck, I must apply the law equally and fairly to all. Many years ago, a motor carrier at a port-of-entry sold permits and inspected trucks according to state law. This has changed to include the federal commercial vehicle inspections. The job has become more complex yet is still classified as only an average level of difficulty, while even an Administrative Specialist is classified as a LEVEL C.

Complexity: LEVEL B: Work is of a structured nature including duties that have several related steps. This level involves “simple” analysis of data: I inspect the same “simple” data a mobile inspector or a trooper inspects during a roadside inspection. I just do this at a fixed facility instead of roadside. We all inspect the same last eight days of a truck driver’s logs, eight days of the same log pages the Kansas Corporation Commission auditors see. In addition, the KCC goes back through the last six months logs. Yet when their auditors inspect logs, and other required records, their employees are paid on pay range 24. KCC jobs are similar to ours, only they audit from the trucking company side instead of the driver’s side. And yet an Administrative Specialist is classified higher, as a LEVEL D.

Contacts: LEVEL A: An Administrative Specialist is classified as LEVEL B. I believe I’m the one with the irate customers.

I’m not saying an Administrative Specialist’s job is not as difficult as ours. I’m just saying our job is complex, too. Yet our job is classified as easier than an office employee’s job. We should have been classified at least on their level. And our pay range should have been raised higher than one range higher. Perhaps this is one reason there should be different pay plans for different employees. But if there were different pay plans developed, I wouldn’t trust each individual agency to come up with their own pay plan without oversight from the Department of Administration. Quite frankly, I think the pay will only go to the employees with a bargaining unit. Everyone else will be told to forget it, we used the money. I can certainly see the highway patrol adopting this attitude since the budget is supposedly so tight. So please do not leave the pay plans completely up to the individual agencies.

The state of Kansas uses a pay plan based on longevity; however, they no longer allow employees to move up this pay scale with a yearly step increase. So there really is no longevity based pay plan for employees. Long term employees no longer have any financial reward for their loyalty and service to the state of Kansas. The pay plan is broken; changes need to be made.

There is no incentive or reward for obtaining extra education, training, licensing, etc. I am the only officer at the Liberal port-of-entry that is certified to inspect the equipment and hazardous materials. Yet I make the same wage as the other personnel that maintain the bare minimum required certification for our job description. Where is the incentive for going that extra mile?

This past winter a semi-tractor trailer rig came across the scale missing six of the ten lug nuts required on one wheel of the trailer. The remaining lug nuts were only hand tight. I inspected the equipment and put the trailer out of service for the missing lug nuts. I could not have done this without that “extra” certification I maintain. Sure, the other officers could have cited the driver and told her not to move the trailer until repairs were made, but the company owning the equipment would not have been affected in any way. Would proper repairs have been made promptly without an out of service order placed on the trailer? Or would the driver have been told to tighten the remaining lug nuts, and leave the minute we closed the port-of-entry and left for the day? We’ll never know. So again, where is my incentive pay for that extra training and certification? There should be some way to address this issue in your new pay plan.

What will the “established guidelines and market considerations” be if the current pay steps are discontinued and pay grades without steps are instituted? What will be the “market consideration” for my pay plan when there is no equivalent private sector job that fits mine? I’m concerned there won’t be any considerations for employees like me, just the same old status quo.

I would like to see pay plans based on correct, accurate, and fair job descriptions, with incentives for extra certification and expertise. And at the same time, I would like to be rewarded for my long term loyalty to my job. Plus I want to see fair pay for everyone that performs their job, without feeling obligated to perform personal favors for some unscrupulous supervisor in order to get a decent pay raise. And now that I’m vested in the state retirement system, I’ll look to the private sector for employment if changes are not made soon.

Email 278

You asked which criteria was the most important in determining the pay of employees. My first thought is performance, because most employers are willing to pay more for a good employee and their work ethics. An individual can be educated, trained or licensed but that does not guarantee a good worker. Unfortunately, the other thing that needs to be taken in to consideration is an individual's boss--which can change sometimes (fortunately, I have a great one). If the boss and the individual do not have a good working relationship, they will likely not be compensated fairly.

I think anyone coming in to a job should start at the pay grade and if they proof themselves in the first six months they can be raised anywhere in that step. Within a year of good performance, they could be raised a step or two. The state would not have to pay out as much the first year and if the employee is really good you compensate them from there on out.

In using more than one pay plan, what would determine which pay plan would be used? The job, education, a license? Or different pay plans for different agencies

I think they should keep the longevity pay benefit to reward employees for their continued years of service to an organization. It's hard to replace years and years of on-the-job training and the history/background that is experienced over those years.

Since I am not aware of the needs in all the statewide agencies, I cannot comment on that item.

Email 279

I am a 29 year state employee and have always thought the state pay plan was underpaid and unfair. For the amount of years that I have and the all the job duties I do, I feel that I am underpaid. I have visited with employees in other agencies and listen to how much work they do compared to my job duties & I do more then them & they get paid more then I do. When something like this is mentioned to individual boss, it doesn't seem to matter to them & nothing followed through with.

I don't think a system involving an exceptional on the employee performance review should warrant any types of increase. In my opinion that is one of the most unfair systems there is. If an employee is a "favorite" of their supervisor then they will get an exceptional whether they deserve it or not.

I have stayed with state govt. due to health insurance/benefits. Underwent cancer in 1987 followed by year of chemo & radiation treatments & one cannot afford to be without insurance.

I just hope that something is done soon, because of long term employees retiring and the salary within the last 5 years means a lot in retirement.

Email 280

I believe that if the steps that were in place were actually used, there would not be as much complaining as there is now. Longevity would take care of itself. Now we have a lot of employees that have been here for quite some time earning as much (or as little) as employees that were hired recently and/or ones that have been here less than 5 yrs. There has not been much movement on the steps as employees should have seen and would like to have seen. The school districts use steps all the time and it is always part of their negotiations. Very rarely have these steps been ignored and a raise across the board only been given...and a very meager raise as it is. My opinion is that State employees are very much underpaid. Quite a few of us, work our fanny's off. We cover for vacant caseloads constantly as money is tight and hirings have to be held off for several months to save money. You wonder why SRS does not have the best reputation and it is because caseworkers are stretched pretty thin. To take away our steps is just a slap in the face to most of us.

Priority to me would be work performance and then longevity. I know quite a few that have college educations and other's that don't and what I have seen is that quite a few of the "best" caseworkers come from the latter. They are always on top of their caseloads and have the best grasp of how things should work and are working, and even have ways of working around the system to get the best answers and the most help for our customers. Maybe I've just been lucky with the ones that I have met but, I do not feel they should be punished for not having that education. These would be the people that are usually helping out other workers that cannot stay on top of their cases. I have seen too many highly educated employees that have no common sense and doing a terrible job. Most of these tend to move up in the administrative field because they are more politically inclined.

It seems to me that those that require licensing every year are already compensated by being at a higher level. Specifically, caseworkers in SRS. They used to all be range 21's but the Social Workers that are caseworkers are now up to a 24 and one of the reasons given was because they have to maintain their license every year. Working as many years as I have, it is difficult to swallow their higher pay range as I have seen less productivity and less work ethic than I have seen in other caseworkers like Economic Assistance and Child Support.

Email 281

1. No I do not think the state should use more then one pay plan, The Highway Patrol already gets a higher yearly increase then we do, ALL state employees should get the same rate across the board.
2. Yes you should be using steps increases in pay grades, just like we use to have, hit your year date and you go up a step.
3. Longevity and a satisfactory evaluation should be the only determining factor when it comes to pay. In this line of work time service and work performance should be the determining factor, education and certification should NOT play a part in anyone's pay, if you need a certain amount of education to obtain a given position that's fine but after you obtain a position education should not play a part in merit increases. We have enough over educated staff that don't know a thing about corrections without rewording them for there education
4. Stop giving other state agencies high percentage rises over other state agencies there are no (UNIQUE) needs of individual agencies, Why is the Highway Patrol something special over the Dept. Of Corrections, Us correctional officers have wife's, and children just like they do, yet they deserve more of a percentage in pay increase then we do, Look at the static's more correctional staff is battered or hurt then they are, so where does the job danger come in to play, that they deserve a higher pay increase each year over us, I think NOT.

Email 282

1. Number of Pay Plans - I will need more information as to the types of plans to be considered before I can make an informed decision.
2. Structure of Pay Grades - I think that the step system is a little unfair, particularly since, in the past, classified staff have gone several years without a step increase. When individuals get to the last step, then they get only the annual raise. Also, there have been several times that the step level for new employees has been raised. This was unfair to employees who have been here for several years and have not received an equivalent raise.
3. Basis of Employee Pay - Work performance should be the most important criterion, followed by longevity. For new hires, education, training, and/or skill could be a additional determining factor on being considered for a position.
4. Pay Administration - The current practice at Fort Hays State University (I cannot speak for policies at the other Regents' schools) seems to be that all Senior Administrative Assistants that are under a department chair receive the same pay, regardless of the number of faculty in the department, the number of programs a department offers (such as BA, MA, MLS, Virtual College courses, China partnerships, and concurrent classes). This is grossly unfair, particularly when a chair for a larger, more involved department is compensated accordingly.

Another major concern that I have is the employees' share of the cost of insurance coverage, particularly those with a spouse and/or children added to their plan. This puts a significant strain on most employees, particularly when individuals are single parents.

Finally, I am gravely concerned that, in numerous instances, classified staff salaries are deplorable. In order to maintain even a minimum standard of living, a large number of single classified staff have to hold at least one part-time job to make ends meet. The State of Kansas should acknowledge the essential work that classified staff members carry out by compensating them at greater than a subsistence level.

Email 283

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- It does seem odd that a food service worker's pay rate is determined from the same pay plan that professional engineers pay rate is determined. It does not matter how many pay systems are in place; what truly matters is the structure and implementation of a compensation plan that encourages productivity by rewarding performance, which also results in improved employee retention. The existing system is flawed for a number of reasons. First, the existing system is not a true plan. The existing system provides the basis for determining the starting salary for a variety of job classifications; however, there is no true plan for providing pay raises to account for inflation or to compensate employees for performance or experience. The historic step system was abandoned during the state budget crisis beginning in 2001. The abandoned step system was used to reward longevity without regard to performance.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- The stepless pay grade system would provide greater flexibility for management towards determining merit-based annual pay raises. The state should adopt a system that is more in line with what the private sector and certain other public agencies use to encourage productivity and enhance retention. Individual pay increases should be determined based on annual performance evaluations with recommendations from the supervisor and supported by the program manager. The stepless system would allow for differential pay raises in increments as small as 0.1% whereas the current system is 2.5% increments. Employees whose performance or production exceeds other employees in similar positions should be rewarded for their ability and effort. Also, pay raises should consider annual inflation rates; therefore, the annual pay raise would be a combination of inflation and performance. Inflation should be a constant for all employees and should be considered the "base raise" on an annual basis. For example, if the inflation rate is determined to be 1.5% and an employee receives a satisfactory rating which, based on the annual pay raise budget, might translate into a 2% pay raise, would result in a total raise of 3.5% for that individual. Alternatively an employee who receives an exceptional performance evaluation would receive the inflation raise of 1.5% and a merit raise based on the annual pay raise budget of 4.5% totaling 6%. The stepless system would provide the necessary flexibility to properly reward deserving employees, motivate employees who need motivation, improve employee retention, and improve morale. This type of system would also likely require an overhaul to the existing performance evaluation system. The current system currently only has three categories, Exceptional, Satisfactory and Unsatisfactory. The new system would likely require a total of five categories, e.g. adding Above Satisfactory and Below Satisfactory. A merit-based pay system would require the development of appropriate checks and balances by administration with supervisors and program managers provided necessary training and clear guidance for evaluating individual employees for merit-based pay recommendations. The difficulty with this type of system is that certain employees who don't receive the same pay raise as their co-worker, or don't receive the pay raise they believe they deserve, might complain or threaten action.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

- For annual pay raises, the most important criteria should be work performance; however, inflation should also be considered. For starting pay, the most important criteria include, education, training, and/or skill acquisition provided the employee has the appropriate license or certificate for the job classification. However, the system should also take into consideration the experience the new employee possesses. For the most part, newly hired employees start on at the same pay step for their job classification, which does not take into consideration the experience of the individual. A person with 20 years of experience with good qualifications and references should receive more compensation than someone with less than 5 years experience with similar qualifications and recommendations.

The current system discourages experienced individuals from considering state employment or returning to state employment. The current system pays near fair market for entry-level positions or staff with only a few years experience; however, the current system does not pay fair market for experienced employees. The current longevity system is not adequate to compensate experienced, highly qualified staff. Currently, there is a large disparity between what the private sector pays experienced, qualified staff relative to what the state pays to experience, highly qualified staff. In the past, this practice was somewhat justified based upon the benefits provided by the state relative to the private sector; however, this gap has closed significantly. Historically, the benefits provided by the state far exceeded benefits provided by the private sector. This gap has closed and can no longer be used to justify the differential. The current system is very good for recruiting and hiring relatively young and inexperienced staff but fails to provide appropriate compensation to retain experienced, motivated staff.

Email 284

- 1) I believe we should keep the number of pay plans as they are.
- 2) I like having the step increases (when they are actually awarded). However, I believe if a staff member has been given an exceptional evaluation then they should be eligible for maybe a 2-step increase. I personally have received an exceptional for the last several years and while it is emotionally satisfying to know I have gone above and beyond and that my supervisor recognized that fact, it would be nice to see something in the way of compensation. Or maybe if you have an exceptional 2 years in a row, be eligible every 2 years for a 2-step increase (1-step increase on the other years as is normal).
- 3) As stated in #2, I believe work performance should be an important part of how much a staff member is raised each year, also longevity. Education/skill acquisition would be next and licensure/certification last.
- 4) I believe that the state should keep the pay raise system we have while being allowed a little more leniency

within the step system. I quite honestly resented the fact that state educational employees and some law enforcement employees received raises while correctional staff did not. I believe that every person's job, if done correctly, is just as important as the next person's job as it takes an entire group of people working as a team to accomplish a goal and turn out a good product/service, so no person's job should be considered any less significant than another's. However, if you have 2 staff members and one is doing a marginal job, while the other is doing an outstanding job, then I believe the supervisor should document that accordingly and the outstanding staff member should get a higher raise than the marginal employee, who may deserve a small raise for showing up and actually putting out some effort, but not going beyond that.

Email 285

I work as a Motor Carrier Inspector II. I have worked almost 24 years for Kansas. I have two college degrees, and currently, no extra compensation is paid for Education achieved. A vast revamping the system is very much needed.

Recently, the Highway Patrol, the agency I work for, implemented large pay increases for the Mobile Units, and changed their position titles to LEO's I, II, III. We were not included, in the large pay increases. We want 4% pay increases, and \$.75 shift differential like the Trooper's and LEO's. A Change in retirement from 85 to 75 points, with Kansas Public Employees Retirement System would save money in the future.

We DO NOT HAVE A CAREER LADDER, As Motor Carrier Inspectors. MCI I and MCI II is our career ladder.

Pay steps with Pay Grades is wonderful, if the steps are not frozen by the legislators. COLA's of 5% each year is needed also. God Bless You.

We accomplish much for Kansas by ticketing commercial trucks for violations as they come across our scales. Our people deserve the best compensation, from the State of Kansas. Other states in the U.S. compensate their personnel more adequately, than Kansas, as state employees. Example: a ticket for a seat belt not fastened, for commercial truck drivers is \$100.00 fine and \$66.00 court costs (Sumner County Court). The great road system in Kansas is a credit to the Kansas Highway Patrol for their dedicated and constant vigilance and enforcement of Kansas laws (statutes).

Load securement is also very important to keep the load secured on the truck beds (trailers), and we enforce that requirement. So, you can see Motor Carrier Inspectors do a great job for the citizens and travel public on Kansas highways and roads. We enforce Federal laws, work with Kansas Corporation Commission, and a multitude of other agencies.

Email 286

Thank you for your interest in evaluation of the State Compensation Plan. My classification is Ref. A/C Service Tech Senior, this position is supposed to be maintenance and repair of Air Conditioning and Refrigeration equipment in the seventeen counties that make up KDOT'S District IV in Southeast Kansas. I am the only tech for this area and have over 50 buildings to maintain. This includes equipment from window air conditioners, central heat and air split systems, through 1.3 million BTU boilers and 25 ton chillers that heat and cool our offices. I not only do the maintenance end of equipment, but also design and write specifications, obtain bids, oversee installations and complete inspections / billing for contractors that work in and around our facilities. Currently, in response to the Governors request for energy savings across the state, I am taking initiative to replace the chilled / hot water system in our District Office with ground source heat pump technology that will cut our energy consumption @ 30% and save tax dollars as well.

Now I would like to address item #1, Number of Pay Plans. We are a very diverse workforce and let me tell you a little about the additional duties that I perform. Along with the duties described above, I also design, install, or oversee specifications for all of the electrical installations, repair work for the same Southeast Kansas region. This includes everything from the transformer, service entrances, main distribution panels, branch feeder panels, proper grounding and bonding practices, right down to the recpt you plug your computer in. I have worked in conjunction with Traffic Engineering in the proper design of our interchange lighting systems and as a result, our specifications have been changed providing us with a much safer code compliant installations. While many people may think that Refrigeration techs and electricians are the same occupations, I am here to tell you that is not true by any stretch of the imagination. Electrical work is electrical work and refrigeration work is just that, refrigeration work. Yes, when I graduated Pittsburg State Universities' Refrigeration A/C program, I had acquired much in the way of electrical knowledge, that was for troubleshooting circuitry for controls and motors in the repair of heating and a/c equipment, not the design of 400 amp, 208 volt electrical service entrances. That I had to return to school for, take online training for and develop those practices on my own. I asked senior management if obtaining a journeyman or master electricians license would

benefit me wage wise and if liability insurance would be a good idea and was told no. I'm beginning to rethink that strategy as performing the task of electrician also carries with it a good deal of responsibility and liability, and with those responsibilities should come increased compensation. From what I have read, the Hayes Group has identified the Electrician pay grade of range 19 to be 20 to 25% below the national average on pay. I would remind the commission that the refrigeration techs are also range 19 and should in no way be paid less than the electricians.

Door lock techs. This is another function of the refrigeration a/c tech, the installations of all the BEST locks throughout the district. Again identified by the Hayes Group to be 20 - 25% below national average.

Fuel pump installations, maintenance and repair. Done solely by the refrigeration a/c tech throughout the district.

Flashing beacons / advanced warning and four way stop sign lighting. Again done by the refrigeration a/c tech throughout the district.

Number #2, Structure of Pay Grades. I would think that Pay Grades would be the way to go. To do otherwise, have the supervisor determine pay, would not be fair to the supervisor and would create hard feelings within the work unit and reduce the efficiency of the employees.

Number #3, Basis of Employee Pay. I would definitely recommend all four criteria listed for determination of pay. Work Performance, you bet. Take into account not only the amount of work to be performed, but the complexity of the task. Education, training, and / or skill acquisition. Excellent idea. If the employee doesn't have the natural inclination to better themselves by education, training, or skill acquisition, motivate them with money. The universal lubricant. Job related licensure and certification. Absolutely. Documentation of Achievement. Longevity, we of course are already doing that, and it has been increased as I understand it to \$50 / year.

Best balance of state wide equity while recognizing the unique needs of individual agencies. It seems that supervisors and up walk in the door and have a 10% raise. Where I'm at on range 19 and have been for the last 20 years, there are 9 ranges difference between my position and my supervisors. This is way, way to much of a gap. At 5% per range, that adds up to 45% potential difference in pay! This is for a position that does not require even a college education!! Good luck balancing the pay matrix out as you will have your work cut out for you. This discrepancy did not happen overnight and it will take some doing to fix it.

Email 287

1. Number of Pay Plans - I am not in favor of additional pay plans. The current plan works to the benefit of the state in that pay increases are not guaranteed in any given fiscal year, are not based on the current cost of living index and not reviewed or updated in any substantial way. Additional pay plans only lead to more confusion and will be a further detriment to the state employees.

2. Structure of Pay Grades - Remove any type of pay structure that includes grades or ranges unless pay increases are based on an actual dollar amount opposed to percentages. Inequality in the total amount based on percentages is unfair across the board. The more an employee makes or the higher on the pay scale, the bigger the pay increase. A cent raise per hour is a benefit equally shared. Currently employees have absolutely no incentive to continue to earn anything beyond satisfactory evaluations since compensation is not tied to the evaluation earned. I am a 20 year employee and have earned exceptional evaluations for the past 12 years in a row. I am beginning to understand the disparity between those who work hard everyday and those who simply show up to work and figure that to be good enough!

3. Basis of Employee Pay - Employee pay should be guaranteed a cent per hour increase yearly. Additional pay increases per year should be awarded by percentage for evaluations beyond satisfactory. For example 2.5 for exceptional.

4. Pay Administration - This is something that has been grossly unequal for several years now. It doesn't take a very smart person to see the 30% increase in pay received by the KHP, KBI, etc. in the last 5 years while the KDOC, KDOT, etc. go without is unequal. No one can convince me that the duties and responsibilities between agencies are that great. Work load is work load; there is no more danger in being a highway patrolman virus being a corrections officer, virus being a highway worker. Individual agency responsibility for administering compensation is an absolutely horrible idea. Legislature limits increases based on budget projects too much as it is so what do you think will happen when individual agencies become budget strapped?

If you really want to do something that benefits the state employee take action to decrease the cost of out of pocket expense incurred while attempting to take care of medical needs, decrease the premium payments for health coverage. Increase retirement benefits so those who have spent their lives providing dedicated work to the citizens of the state can actually retire comfortably like those under KP&F or judges retirement plans.

Exempt all state employees from the burden of paying state taxes on earnings or purchases. Exemption from taxes for state employees is an issue that is simple and benefits the employee far more than any pay increase the legislature will ever provide.

Email 288

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I think that this is an idea worthy of consideration and is in desperate need of revamping. I believe there exists a “brain drain” from State employment to private industry or to other governmental entities out-of-state with more equitable systems of pay.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- A stepless pay grade system seems intuitive and allows managers more flexibility in the bargaining process with prospective employees. Further, managers should be allowed (within prescribed limits) to independently hire (make a more firm offer of employment) prospective employees without first having to go through the entire approval process. In my opinion, the time it takes to complete the approval process, under the current system, often delays the ability of managers to make final confirmation of employment offers. In my experience, this has led myself and others I know to accept positions elsewhere with more streamlined employment processes. Although, managers would be in the position of making more definite offers of employment, job applicants would still be required to meet the established standards set out for the position they are hired in order to continue employment.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

- Rather than choosing among these ideas, I will rank order them from most important (1) to least important (4) and suggest these be items for consideration in this same order for future pay considerations. Here’s my list:
 - 1) Work performance
 - 2) Education, training, and/or skill application
 - 3) Job related licensure and certification(s)
 - 4) Longevity
 - 5) Other considerations: Active involvement in national, state and/or community based organizations directly related to the individual’s area of work/expertise (Professional practitioner, charitable, mentoring, etc. organizations); Active mentoring of fellow employees into organizational and stakeholder groups.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- Acknowledging the fact that not all State agencies have equal resources and that some could be thought of as providing for there own sustenance (as well as that of others), I think a good idea would be to determine how much money is necessary to optimally operate any particular agency as a base. Once an operational base level is established for funding each agency, then budgets can be further worked out to determine future needs in terms of manpower, technology and incentive programs to help maintain the workforce. Further, agencies should establish, in concert with the Executive and Legislative Branches, common goals, priorities, etc., to work toward within a system of quality improvement that encourages and supports the individual employee to do their best and to seek out opportunities for improvement in their chosen field. In this manner, other items may be taken into account such as the economic and political environment, opportunities to seek additional funding, current market trends regarding salaries that will attract qualified candidates and future technology and employment trends that emphasize more flexible working schedules to meet the needs of an aging and more culturally diverse workforce.

Email 289

I have worked for KDOT since July 9th 1984. This would amount to about 23 years of service with 15 of those being a supervisor.

I was promoted from an EO I to an EO II in about 1986 and received a 10 percent raise. In 1992 I was promoted from an EO II to the Highway maintenance supervisor position and received a 17 percent increase. Then about December of 2005 I received a 10 percent raise going from a Highway maintenance supervisor to a public service administrator. So in short I have received a total of 37 percent increase for all of my promotions of my KDOT career.

Now the issue: I know of a neighboring public service administrator that has worked for KDOT about 7 years less than I have. I have also been a supervisor over ten years longer than he has and he makes about \$115.00 to \$125.00 dollars more than I do every two weeks. This may not seem like a lot of money but lets add this up. I am 44 years old and lets say I work for KDOT another 20 years. 20 years time 26 pay periods at \$125.00 per week is \$65,000.00 dollars. Which also affects my retirement. Let alone back pay for which I know there is nothing anybody can do.

I know how he got to where he is on the pay scale. I will try to explain it. He got promoted from a EO I to an EO II and received a 10 percent raise, from a EO II to an EO III and received a 10 percent raise, from a EO III to an EO specialist and received a 10 percent raise, from a EO specialist to a Highway maintenance supervisor and received a 10 percent raise, and then from a Highway maintenance supervisor to a Public service administrator and again received a 10 percent raise. This amounts to a 50 percent pay raise for being promoted from the start of his career to where he is now.

One reason I am behind on the percentage is because the EO specialist had not been established when I was trying to better my career. I feel like I was penalized in pay for jumping the EO III slot to supervisor (not much just 3 percent 17 compared to 20 but then again the legislature voted us a 2 percent raise this year) Then missing the 10 percent for the EO specialist slot not being available at that time.

I just do not think this is fair. How is it fair that a person with approximately 7 years more career time and being a supervisor over 10 years longer can be earning \$125 dollars less every two weeks?

I am not the only person out there that this has happened to. The supervisor at Kinsley went from an EO I to a supervisor so I can only imagine how much money he is behind.

I have talked to several people about this from fellow crew members, other public service administrators, Brenda Cikaneck (Human Resource Professional at Hutchinson), Robert Cook (district engineer at Hutchinson), and every person that I have talked to tells me it is just not right. Mr. Cook told me he was going to talk to Deb Miller for it wasn't right. I wrote Deb Miller a letter and she responded with I got promoted the way I should of by the rules and so did my neighboring PSA so there was nothing she could do at the current time but she said she didn't know of a remedy of this inconsistency that has happened.

My point is: Why can't somebody fix this problem??? Everybody agreed with me that there is a problem and it is not right but nobody has done anything to fix it.

From my point I feel whoever makes the decisions could give all the public service administrators that were promoted before the the EO specialist position was created a 10 percent raise. I am sure that I am not the only PSA that has figured out that they lost out on 10 percent. This would at least catch me and other PSA's that got promoted before the EO specialist was created up to other newly promoted PSA's that received that promotion. I'm sure there are other ways that this problem could be taken care of it just seems like this could be the easiest one that I could think of.

I am not saying I should be paid more (actually I should be) than a fellow PSA but I should be drawing as much especially with 7 more years KDOT career time and 10 years more being a supervisor.

I would like to thank you for giving this opportunity to address my concern Your help in this matter would be appreciated or how would you suggest I go about getting this inconsistency fixed.

Email 290

You asked for input on the state pay plan. My biggest issue is that we have steps in place, but don't get a step increase. I've been at PSU for 9 1/2 years and am on the third step. Our new employees are coming in at about \$2.00 less than what I make after ten years on the job and having had a promotion. Anything to actually get a raise would be appreciated. I agree that longevity in combination with work performance should be the major basis of determining pay. I would not be in favor of eliminating the classified positions in favor of making everyone unclassified.

Email 291

THE WAY I INTERPET THE CHANGE THAT IS PROPOSED IS THE GOOD OLE BOY SYNDROME, IF THEY LIKE YOU OR IF YOUR IN THE "IN CROWD " YOU WILL GET A RAISE BUT IF YOU'RE NOT YOU PROBABLY WON'T GET ANYTHING. IT NEEDS TO STAY LIKE IT IS OR COME UP WITH SOMETHING BETTER THAN WHAT HAS BEEN PROPOSED. IF YOU GO STRICTLY BY EDUCATION THAN ONLY COLLEGE EMPLOYEES OR VOCATIONAL TRAINED EMPLOYEES WILL GET RAISES AND LONGEVITY PAY WHICH WOULD BE WRONG. THE EXISTING PLAN WORKS PRETTY GOOD SO WHY TRY TO CHANGE SOMETHING THAT WORKS .THE ONLY THING THEY MIGHT CHANGE IS ADD MORE STEPS FOR THE EMPLOYEES THAT HAVE BEEN LOYAL AND STAYED PAST THEIR STEP RANGE. WE HAVE SEEN IN THE PAST WHEN THEY TRIED TO CHANGE THE PAY STRUCTURE IT BECAME A NIGHTMARE AND WOUND UP COSTING A LOT MORE IN THE LONG RUN

Email 292

Please keep in mind that some jobs, such as ours as a Driver License Examiner has a "risk" factor involved when you are getting in a vehicle with elderly or young drivers. We have gone numerous times westbound in the eastbound lanes with traffic coming in all directions. I have even lifted a mans leg off the gas pedal when he froze driving. Many drives are with people with medical conditions . A pay plan should be designed with the job you do in mind, because ours is a very unique profession. Doing renewals looks easy.....that is just a small piece of the puzzle. The current pay plan with steps penalizes the person with longevity because once you get to the end of the pay scale you have no where to go and I have been there a very long time. After having 25 years with the Dept of Revenue and 2 previous years with the Kansas Highway Commission I feel longevity should be an important pay scale factor, but I think the other factors are also equally important to consider. In the 25 years I have seen this job become more technical and very "stressful". I am glad to see that a commission has been established to look into the State Pay Plan System.

Email 293

To question 1- number of pay plans- I agree there should be more then 1 pay plan. Some jobs are a lot more dangerous some jobs require certain skills and should be compensated for them.

To question 2- structure of pay grades- I would like to see there that pay advancement would be possible in jobs that seem to be so called dead end. Example people are forced to move out of there jobs for a couple dollars more and leave a job that they are very efficient and good at. It would be nice to be able to keep a job that you really enjoyed doing. To be at a job for years and your co worker leaves and someone brand new come in at the same amount of money as the one who has remained is somewhat disheartening to the person who has been there for a few years and has an extensive knowledge of the job. I do believe that people should have a start level and be able to build up. I do think steps are somewhat necessary that this way the system would not be abused.

To question 3- I think longevity should definitely be taken into consideration but work performance should also play a big factor some people work to get by they do what they have to do and no more while others really stand out and take a little more responsibility. However depending on who would determine pay increases would make me wonder could (I like you better then you play any factor?) The individual's evaluations plus time at job should be the determining factors.

To question 4- Basis of employee pay- In the order I feel it should be is longevity, work performance, job related licensure and education / training.

Email 294

Thank you for the opportunity to provide input regarding the compensation received by employees of the State of Kansas--specifically, senior administrative assistants (and similar positions) at Fort Hays State University.

I have two key concerns:

1) Our administrative support staff members are grossly underpaid. Most faculty are shocked when they learn how little our office staff members earn, considering the great deal of work they do and responsibility they shoulder. We all know that they are instrumental in the smooth, though complex, running of our departments. They should be paid accordingly.

2) At FHSU, all senior administrative assistants under department chairs are paid essentially the same salary. Those chairs, however, are compensated differently, depending upon the size of the department. The larger the department, the larger the stipend--a fair system, considering the heavier work load. The work load for the senior administrative

assistant of larger departments is also heavier. If they answer to 16 on-campus faculty members instead of, say, 6, they have more faculty travel forms, more book orders, more mail to process, and so on. Moreover, some departments have a BA or BS program, and that is it. By contrast, the English department has a BA program, an MA program, an online MLS emphasis, concurrent courses, a large general-education program, 11 faculty (and 20+ courses) in China, and a Writing Center. Should an administrative assistant juggling all of the many duties related to those programs be paid the same as an administrative assistant who juggles the work of a department with just one or two such programs? Clearly, no.

I sincerely hope that the State Employee Compensation Oversight Commission will do what it can to rectify these inequalities.

Email 295

Thank you for the opportunity comment. As 20 plus year employee who has worked for several different supervisors it is my opinion that the current pay system with **annual step increases** based upon a satisfactory evaluation is the best. The merit system looks good on paper but is dependant on all supervisors interpreting the rules and standards the same. Given human nature this will not happen.

Whatever the outcome, it appears that professional state employees are starting to fall behind the private sector in total compensation. This is probably due to the fact that step increases, coupled with a cost of living increases have been very rare. To continue to maintain a quality work force, compensation increases to all employees, in a fair manner must occur.

Email 296

Thank you for the opportunity to offer comment on some very important compensation issues. I admire your willingness to tackle such difficult tasks and commend you on your efforts.

- 1. Number of Pay Plans** I doubt that expanding the number of pay plans would improve the compensation situation as much as would regular funding of step increases and COLAs. While some improvement has occurred in recent years, there were *many* years in the past where step increases were nonexistent. As a result, there are many longer-term employees who are compensated equivocally or perhaps just 2.5% more than people who have held the same position for as little as a year. Consequently, those younger employees see little reason to stay with the state, as their futures look bleak. The longer-term employees hold the responsibility of training incoming employees, and because of the complex nature of our positions as forensic scientists, that training period can last as long as two years. It is frustrating to invest that amount of time, effort, and money in training new employees just to lose that person to one of many other forensic laboratories with better salaries across the board. It is for this reason that funding of any compensation plan is so vital.
- 2. Structure of Pay Grades** I like the idea of steps within the pay scale, as it decreases the possibility of inequity among similar positions, and also acts as a motivational tool with respect to fulfilling the requirements to move ahead in one's profession. If a minimum/maximum scale were adopted, I have concerns that the maximum would stay unchanged over time until we once again are in the situation where those with little on-the-job experience are paid equivocally to those with many years of service and experience.
- 3. Basis of Employee Pay** Obviously, longevity plays a crucial role in compensation. If its weight on compensation were removed, I feel this would have a negative impact on the state's ability to retain employees past the training stage of employment. However, I feel that work performance should also be considered alongside longevity, as retaining a less-than-ideal longer-term employee is counterproductive. Education, certification, etc. are important on paper and for entry-level purposes, but the level of degree or training is not necessarily indicative of the quality or knowledge of the employee, and therefore should be considered secondary to the aforementioned.
- 4. Pay Administration** When deciding upon the appropriate compensation for certain positions, it is critical that like positions be compared. Just as it doesn't make sense to compare salaries between physicians and CNAs simply because they are both in the healthcare field, it also does not make sense to decrease the number of categories of professions within the state and adjust the salaries of those employees who fall within certain HR categories. While some position descriptions within the state are incredibly similar between agencies, there are other positions that differ greatly not only in necessary qualifications, but also in complexity and independent thought. In fact, some positions are unique to one agency alone and therefore are difficult to compare to other positions within the state. It is these positions that must be compared with similar positions nationwide. Retention and equity will continue to decrease if this is not done.

Email 297

Before I begin commenting on the issues, let's think about FUNDING. Without funding, proper, solid and continuous funding from now and into the future, all these issues at hand are for not.

Number of Pay Plans - As stated in your letter, the work force is a occupationally diverse group. I would applaud the State of Kansas in using more than one pay plan in administering pay for classified state employees(i.e. Managers vs. non managerial positions, professional vs. nonprofessional positions...).

Structure of Pay Grades - Prior to signing on with the State of Kansas in September 1996, I was informed about the pay plan and how it had worked well for all the years and what I could expect in the years to come. Each and everyone of us at the State knew we would not get rich but could reasonably expect the pay to keep up with inflation, taxes, and seniority... To all of our dismay, the system was broken.

Basis of Employee Pay - I would consider job related licensure and certification as the most important criteria in determining the pay of employees in my line of work (Professional Geologist). In addition, education, training, skill acquisition and longevity pay are also very important criteria, as well. Longevity - Dedicated employees who have been with the State >10 years and endured financial hardships and setbacks these past 5-6 years. As long-term employees, we are expected and are willing to train new employees. It is these seasoned professionals that impart their knowledge and learned skills to these new State employees. It is a hardship (wasted time, money and effort) to those that train these individuals and to the State when these short-term employees leave State employment within a 2-3 year time. Long-term State employees need to be compensated appropriately, and yearly without fail. No wonder the State is losing more and more Professional Geologists to private and Federal jobs.

Email 298

I believe that for the most part the pay plans we have now are ok. The only change I would suggest is under the "Basis of Employee Pay" should be rated or paid accordingly to work performance and skill proficiency.

Email 299

We have not really had a raise in a number of years and it is difficult to make ends meet. The expectation is that we work 60 plus hours a week and it is difficult to justify this kind of time with nothing to show for it. We pay for our own parking, we are questioned about any expense and left with the sense that that I should be grateful to have job.

I believe that as a state employee, we work hard and try to do our best. I don't want to sound like there is no appreciation for what we have. I am grateful for a job and the opportunities that I have been given. At some point it comes down to, "A loaf of bread cost everyone the same." I have to feed my family and it is becoming more and more difficult. I look at legislatures have endless availability of lobbyist to shower them with food, gifts and other extra's. They annually get raises and don't even have to vote. I cannot accept an ink pen and a school lunch. I am paying my tax money to have these same people study whether or not I should have a raise?!? (What's wrong with this picture?) This is not rocket science!!!

Email 300

Thank you for your consideration regarding changing the classified employee salary structure. In response to your questions, pay grade without steps, work performance, education, training, and/or skill acquisition, job related licensure and certification, longevity should be high points for making adjustments to the classified payroll structure. In order to offer competitive salaries to current and future employees, a market survey of similar jobs in similar settings for this geographical area would be helpful. I believe all of the above criteria are equally important considerations in order to make changes to salary plans.

I am sure there is a lot of work involved before implementing new salary plans. From a company point of view, the University of Kansas Medical Center has invested much time and money training employees. I have had friends who have left the Medical Center after many years of service. They enjoyed working here and worked harmoniously with colleagues. Because they were seeking competitive salaries and career opportunities and were only able to meet their goals at other local hospitals, they felt they had to accept outside positions.

I have been a classified employee since 1993 and my experience and observation has taught me that classified employees are the last to be given salary considerations. Thank you for trying to make a difference.

Email 301

- 1) Long term employees are penalized once they have reached the last step on their pay grade. I have worked for the state for over 30 years, eligible to retire, but too young to not continue working. I have a very strong vested interest in the agency that I work for and believe in its mission. Extended steps would be a manner of continuing to compensate long term employees. The step pay grade system seems to be a fair and just system provided the evaluations are handled in an appropriate manner. Extended steps would also be beneficial to those employees

who have assumed additional duties normally assumed by a higher classification and have sustained those duties. Unfortunately some staff are not promoted to a higher classification due to budgetary constraints and extended steps would be a manner of continuing to compensate employees.

- 2) Longevity pay is a major benefit, but is also heavily taxed. An increase in longevity pay, perhaps every two to five years, would be beneficial provided the Legislature continues to approve longevity.
- 3) COLA increases are also beneficial. Perhaps a slight, continual upgrade each year with a set limit much like longevity pay, or a substantial increase every two years.
- 4) There should be a compensation plan or system for those employees who are expected to assume the responsibilities and duties of not only their own position but a second full time position due to an employee's illness or a temporary vacancy. A temporary increase in pay should be granted during the a timeframe two positions are being covered by one staff member, either hourly or a set amount and becomes an automatic function of the system, not by special request of a supervisor. A full second salary would obviously not be feasible, but some set rate until the vacancy is filled or the staff member who is/was ill has returned.

Email 302

1. Number of Pay Plans I am not familiar with systems that use more than one plan. There may be some merit to using more than one pay plan, if employees with similar duties and skills are under the same plan. That might allow more fairness in promotions or cost of living raises. But one plan can be made to function well if it is funded and administered properly.

2. Structure of Pay Grades I think that the current step system works adequately, but the possibility of stepless pay grades should be investigated.

3. Basis of Employee Pay It seems to me that the current system came to be based largely on longevity due to inadequate cost of living raises over the years. It would be good to move toward a system based upon the criteria as listed in the request for comments, in the order listed: work performance, education etc., related licensure, and longevity.

4. Pay Administration I think that there should be a system that delegates more authority to state agencies, within well designed guidelines. This is related to the other three subjects here, especially to the number of pay plans.

Thank you for the opportunity to comment.

Email 303

First, let me say thank you for giving state employees the opportunity to provide input with regard to pay.

1. Number of Pay Plans – Maybe some of the job categories could be combined. This could help people at the lower end of the scale.

2. Structure of Pay Grades – I am not sure I understand the purpose of pay steps. After you have reached the end of your pay step, it seems you are penalized regardless of how good your evaluation is, that there is no further to go if a step increase is authorized by the legislature.

3. Basis of Employee Pay – I think work performance would be the most important criteria used in determining the pay of an employee as you can have all the education in the world and not know how to do anything and be a bad employee. I believe on the job training is just as important as a degree or license, because each job has its own set of skills.

4. Pay Administration – One observation I have is that administration/management (unclassified employees) receive pay increases aside from the percentage the state allows. This is done at the direction of the agency head and rewards those already making the most money. This is very disheartening for those at the lower end of the pay scale who are dependent upon the governor and legislature. Those who make the most money control the money.

Email 304

I'm writing in regard to the e-mail I received about the State employee compensation system. In my personal opinion, I like the pay plan that we currently use, receiving 26 checks a year. I started with the State over 24 years ago and we were only paid once a month at that time. I believe this is much better than that pay plan for personal reasons of

budgeting, etc.

I don't have a problem with the pay grades the way they stand now, but what I DO have a problem with is not getting to use them. As you well know, State employees are not given the annual raises regularly as we so deserve. I feel we are taken advantage of in this regard – to “do more with less” (pay and workers). We should be rewarded for our hard work and dedication to the State of Kansas. I don't think it is fair for the cost of living to keep increasing – and more recently gas prices – and we are not compensated as well. Even the unemployment rates increase.

I think raises should be given on a regular, annual basis based on work performance and longevity and should be based on the step increase system. Otherwise I feel it becomes more of a personal matter with some people getting more of a raise than others, whether or not they deserve it. Thank you for your time.

Email 305

All State employees should be on the same pay plan.

1. If we use multiple plans, who decides who and how much of a pay raise each job title should receive.
2. Pay raises should be determined by length of service along with Satisfactory or better evaluations. If you start using performance as a factor you will strengthen the GOOD OLE BOY NETWORK. People will tend to take care of the employees they like and leave out the rest.
3. As State employees we all provide different, but equally important roles to the citizens of Kansas. Therefore we should receive the same bonuses or rewards for a job well done.
4. By treating some agencies within the State differently you create the appearance that some agencies are less or more important than others and this is not the case.
5. As a State employee all we ask is to be paid a fair wage for the work we do. As LAW ENFORCEMENT OFFICERS we place ourselves at risk on a daily basis to help keep Kansas safe. There should be no difference in pay whether or not you are a State Trooper or a Corrections Officer or any other State Law Enforcement Officer.
6. Over the last several years we have been denied our step increases due to lack of funds in the budget. At the same time Health costs have increased greatly. At some point the State needs to realize the hardship this has caused on many families and raise our wages to match the increase in medical costs and inflation.
7. The State could help all State employees by better negotiating Health Care costs, and by matching money placed into deferred compensation plans by employees.

Email 306

Thank you for requesting the input of state employees. I work for Kansas Department of Transportation as a bridge designer and frontline supervisor (PCE I). I am a Professional Engineer and have a B.S. and M.S. in Civil Engineering from Kansas University. Since 1995 I have watched many engineers come and go at KDOT Bureau of Design. The standard joke was that K.D.O.T. stood for “Kansas Department of Training” because engineers would stay four years, pass the P.E. exam, and leave to make more money somewhere else. Now they do not even stay that long. By general industry consensus it takes 5 years before a new engineer gains enough experience to become a net asset as a bridge engineer. (Up to that point he or she consumes more time being trained rather than producing output.) From 5 to 10 years, a bridge engineer is an asset, but still needs guidance. After 10 years experience, they can handle almost any engineering challenge on their own.

My point in saying all this is that we are increasingly not retaining people long enough to reach a level of experience and proficiency needed to safely design and maintain a road and bridge system in Kansas. Through attrition the state will be forced out of the engineering business. Even if the state were to decide to give all engineering design duties to private consulting firms, as things stand now there would be increasingly fewer people qualified to provide “non-rubber stamp” oversight. I supervise an engineer (the best one in KDOT Bridge Design) who has been here since the mid-‘70’s; morale now is lower than he has ever experienced.

I am sure this phenomenon of draining years of expertise and experience from civil service is not unique to KDOT but exists across the board at the state level. Throughout my comments I will refer to my experience

at KDOT, but they can be valid for any state agency. Various attempts by KDOT Executive staff at mollifying underpaid workers have been rolled out: flexible working hours, allowing mothers to bring their infants to work, blaming bad morale on poor supervisors, etc. ad nauseam. The only thing that will stem the bleeding is better pay which is closer to that of our private sector partners that we work with every day. Until that happens, we will not be doing “more with less”, but rather “less with less”.

My comments regarding your four issues are as follows:

1. Number of Pay Plans: I think it makes great sense to use multiple pay plans, because it allows greater flexibility for either different agencies or different professions to be paid fairly. For example, if KDHE, because of their unique needs, wants to compensate their engineers differently than, say, Dept. of Ag., why shouldn't they be able to? Or why should lawyers or medical doctors or other professionals be on the same matrix as janitors?
2. Structure of Pay Grades: I do not have any problem with steps. The problem is that the steps have not been funded from year to year as they were designed to be. In the last seven years, if I had received the longevity steps I deserved, my pay would be much closer to the market rate of my private sector colleagues. I would support a step-less pay grade if the minimum and maximum pay rates were correlated to a reasonably true market rate. I assume the location of an individual's pay rate would be set based on the factors in issue #3 below.
3. Basis of Employee Pay: I support using all of the criteria mentioned: work performance, skill acquisition, certification, and longevity. The only controversial issue is the measuring of performance. The state tried merit based pay a generation ago, and I heard it was a fiasco, because some agencies used a Bell Curve to decide how many people deserved an “Exceptional” rating, while other agencies had entire staffs that were “Exceptional”. As long as it was only one component and not the sole criteria of my basis of pay, I would be willing to trust my supervisor's judgment on my performance.
4. Pay Administration: I believe each agency should have as much control of its pay plan as can be possibly stomached by the legislature. Right now there is negligible control for classified employees. In-grade pay raises are a canard, and simply do not happen, at least not in KDOT. I do not believe in equity. If an agency has needs, they need to pay something approaching the market rate to attract the appropriate people as the solution. If there is not enough money for that, then cut services.

Let me comment on the Hay Group Salary Survey Report. My benchmark position in the study was Professional Civil Engineer II (PCE 2), which was revealed to be 35% above the median salary of surrounding states. The Hay group focused solely on what surrounding states would pay for the minimum requirements for a certain job classification. This is a systemic error in that it underestimates what people who are actually serving in that position at a high level of expertise and experience deserves to make. For example, my old supervisor has been with KDOT for 30 years. Of those, he has been a PCE 2 for almost 20 years and has a thorough understanding of how the inner workings of Bride Design function. Due to the previous reclassification in the early '90's, and the suspension of step movement earlier this decade, he is on range 35, step 10. If his pay was reduced by 35%, he would make about the same as the entry level salary that new civil engineering graduates from KU are currently receiving. Since the results of the study were revealed, rumor has it that KDOT might declassify all PCE 2 positions, in order to protect them from any adverse proposed replacement pay matrix and therefore prevent a mass exodus. I do not view declassification as a good solution, since it strips any civil service protection from a professional who must adhere to the ethical code of his profession in the place of political pressure.

I support any and all measures which will give the freedom to agencies to pay their workers better. At KDOT, we audit and review consultants' billable hours and compensation rates as a matter of routine business. Why not use all this data, we already have, in any agency where work is split between state and private workers, to establish reasonably comparable pay rates? It is cheaper in the long run to pay people well so they will stay (assuming their job performance is good) rather than having high turnover and constant re-training. There *is* a problem, and the Baby Boomer retirement train wreck is already underway. Thank

you for allowing me the opportunity to share my opinions concerning the future pay plan for State workers of Kansas.

Email 307

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

Right now, the state awards mediocrity. With a 3 step review system, excellent, satisfactory, unsatisfactory, with the excellent and unsatisfactory requiring paperwork and justification, those that give 120% are lumped in with those that give 85% because nearly everyone gets a 'satisfactory' regardless of performance.

What I've thought of is a 5 tier system instead. Excellent, above average, average, below average, unsatisfactory. With excellent and unsatisfactory still requiring the justification paperwork, yet giving supervisors 3 levels to grade their employees so that, when the inevitable reorganization and restructuring happens, those that work harder just might have a bit of a leg up over those that stroll in late and go home early yet are still graded as satisfactory. And perhaps, if step increases are to be merit based, those that are average or above average are eligible for step increases while those that are below average are not and are only eligible for the COLA raises.

Skills should also be rewarded and considered in moving up within the wage range. As should licensure. It takes time and dedication to better oneself and that should be considered. Instead, the person that takes classes and learns skills is lumped in with the guy that simply puts in his time.

Email 308

The reason I'm writing to you is because of the pay. I'm upset to hear that we don't ever get steps anymore. I am a State employee for 8yrs and with the high cost of living and gas and Health Insurance when will it better for us. Any one behind me gets the some amount of money I get. This is why people are leave working for the state. Thank you

Email 309

1. Number of Pay Plans I agree with the concept that various pay plans are needed because the state has a diverse work group that have different needs. For example, the state has a great deal of difficulty attracting professionals in specific fields that require licenses such as engineers, geologists, attorneys, etc. I am most familiar with the case of geologists so I will use their issues as examples, but it is likely that engineers and attorneys face the same issues regarding pay. The basic problem is that the state does not pay enough to attract new graduates in these fields and it does not offer the raises needed to retain the experienced staff that it has.

In our bureau we have had an entry level Geology Associate position open for over a year without a qualified applicant. On the other end of the scale over the past few years we have lost many licensed mid-level and senior level geologists to comparable positions in federal agencies, and even more to private companies, because the pay and yearly raises are much more than the state offers. We fill our mid-level and senior level positions with younger in-house staff, sometimes through lateral moves, and there are rarely qualified applicants from outside the agency.

Aside from attracting and maintaining staff with licenses, there is an issue of inequity between separate position classes. Environmental Scientist and Geologist classes are paid the same, yet geologists are required to have licenses and more experience obtaining the license than the equivalent scientist position. This creates a great disincentive for geologists to come to work for the state or to remain in state service.

If the state had a separate pay plan that offered more pay and reimbursement for obtaining and maintaining licenses, it would allow the state to attract and maintain staff in these fields.

2. Structure of Pay Grades In theory, if we had open pay grades it would allow managers more flexibility in compensation, and provide incentives in pay in our structure. With a set budget, we could give larger raises to the best employees and smaller raises to average employees. If we had incentives in our program, we could reward our best staff and retain them over the long term. I say in theory, because we also face the cultural hurdle of managers being allowed to give the raises. Right now we have the ability to award staff in-grade pay raises, but the process is extensive, requiring numerous levels of approval, weeks or months to be reviewed, and then are rarely approved. If open pay grades are going to offer any improvement then we need a system that is not cumbersome and proceeds in a timely manner. We will also need to change the cultural mind set of state employees where everyone in a particular class gets paid the same no matter their abilities and achievements.

3. Basis of Employee Pay Longevity should be part of the basis for pay, but not the only part. You cannot expect to keep staff working at the same rate of pay that they were making when they started, or have entry level employees making the same pay as someone who has been here 4 or 5 years, as we have now. Longevity and experience is a value to the state and it should be rewarded with pay increases each year.

It is a plain and simple fact that experienced employees are much more valuable in getting the work done than inexperienced employees.

Therefore, you should pay for that experience by giving people raises each year. Pay for longevity is a fundamental cornerstone of a loyal, productive workforce. This should be addressed before any other fixes are attempted. This would not be such a big issue if steps and cost of living increases hadn't been frozen and then never re-enacted to an equitable level with inflation. Every year state employees have lost money by continuing to work for the state.

Work performance, education, training, and licenses should also be part of the mix in determining the rate of pay. For this to matter though, managers must be given the flexibility to take these factors into account.

4. Pay Administration Individual state agencies should be able to determine their own pay rates for their employees.

This would allow agencies to have more flexibility when they have difficulty attracting and retaining staff.

Agencies that have more funds for salaries, through federal grants or fees, should be allowed to pay higher wages and attract the staff they need to run their programs.

Summary: When I first came to work here 14 years ago the state appeared to be a good place to make a career. When the steps were frozen in 2000, I was optimistic that it was a short term solution to a budget problem.

Unfortunately, it has become the norm for the legislature to authorize no steps and/or a smaller cost of living increase than the rate of inflation. Experienced state employees have seen their earning power diminish each year. The ideas above are good but they will not help if they are not accompanied by meaningful pay increases.

Email 310

I feel very strongly about having a more diverse, modern and flexible pay plan. I find it interesting that a masters degree in science is paid less than an environmental technician, sometimes with no degree. The other side of that coin is that in our area we are required to work with hazardous microorganisms. I was not given a choice whether or not to work with bio-terrorism organisms. It is required. If you are going to force individuals to be placed in hazardous situations, there needs to be compensation for the risk. The pay plan in place lends itself to disheartened and disgruntled employees. It is important to have employees that want to stay at their job for most or all of their career. However, what type of employee stays at a job, where their pay is 20-40 % below other states, for 30-40 years. I have only worked for the state for a short time (6 years), but I have seen many intelligent and hard-working people leave to get better pay and a chance for movement upward within their area. In our area, there is limited upward mobility. I think supervisors or department heads need to be given the trust to decide what to pay an individual based on their educational and employment experience.

We lose more potential employees to other jobs because we can not offer them a competitive salary. I would like to see improvements to the compensation system that would lead to more productivity and job satisfaction. I know this is more emotionally-based sentiment; however, a happy employee is a hard working employee. I feel the state has many things to offer an employee, but pay based on experience and job difficulty is not one of them.

Email 311

I am an EA III acting as a Construction Engineer, so most of my knowledge relates directly to field personnel. Drastic changes are needed as I have seen many of my coworkers leave KDOT because of the lack of action regarding the pay. Since I came to KDOT 6+ years ago, my engineering bonus was taken away, the steps have been frozen, and the COLA has not kept up with inflation. Many employees are making less "real money" now than they were 5 years ago. State employees have many complaints, but pay is by far the most common.

In terms of the number of pay plans that are implemented, I feel that the plan presented by Alan Humphries outlining a broadband pay plan would be a vast improvement over what we currently have. The biggest problem with our current pay plan is that employees that are classified in the same position don't have the same duties. The differences between the field, materials lab, and Headquarters is huge. For instance, an ET Senior in the field primarily inspects construction projects and works 50-60 hour weeks during the construction season. A materials ET's main duty is to perform testing on materials in the lab. I'm not positive but I believe their workweek to be 40 hours for the most part. I really am not knowledgeable enough to know what an ET at headquarters does, but I do know that it deviates significantly from what the other ET's do. The difficulty encountered while trying to implement the ET Senior Progression Program is an excellent example of people with the same title having very different duties.

As far as pay steps are concerned, they are necessary for our current pay plan. One would expect a 10 year employee to be more productive than a 5 year employee, and I feel that the employee should be compensated for the extra production.

I believe that longevity is compensated through the current longevity bonus (although I think that bonus should be increased to make it more meaningful). I am a firm believer that an employee should be paid on how well he/she does their duties, not how long they have worked for the company. Even though I've only been with KDOT for 6 years, I've seen several examples of an employee making considerably more than others in the same position just because he started working for KDOT long before the others. If he's getting automatic step increases every year (when KDOT actually gave annual steps), isn't that a longevity bonus??? The most important individual criteria for determining pay should be job performance. I would definitely rather have an office filled with employees who performed their duties well rather than a room full of smart, licensed, certified people who couldn't do the job.

The best way to enforce balance between state agencies in terms of pay would be to make all agencies follow the same/similar pay plans. Give each agency their maximum labor budget and allow each agency to classify their employees so that they are under the salary cap. This would allow each agency to have control over their own employees' pay but would still not allow them total control. The most recent survey indicated that we have positions that are overpaid and others that are underpaid. This would allow some of those problems to be rectified as well. The biggest problem that I can foresee with this plan would be decided how/who performs that checks and balances on each agencies decisions on the classification/pay of their employees.

Thank you for taking the time to read through this. I hope that it might provide a little help in solving this problem.

Email 312

1. Number of Pay Plans – What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees? - There should only be one pay plan.
2. Structure of Pay Grades – What are your thoughts about using pay steps in pay grades or using pay grades without pay steps? - Pay steps should be used.
3. Basis of Employee Pay – Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity. - Pay should be based on longevity. There is already too much abuse by supervisors who give exceptional work performance reviews to their friends who do not deserve the reviews they receive. To pay these individuals more based on these unearned reviews would only create more animosity in the workplace.
4. Pay Administration – What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies? - All positions which are underpaid should be brought up to parity with studies, rather than just those 25% under the average.

Email 313

I believe step increases for staying with the state are important to re-establish so people get pay increases for experience. However the cessation of these step increases in the recent past is creating quite a few unfair situations right now.

For example I have been with the State for 4 years and am an ES II. Newly hired co-workers that are also ES II 's make the same pay I do and I am receiving nothing for what I have learned over the last 4 years – that of which is very job specific and learned only by performing this job, although a degree in the Natural Sciences is definitely essential to perform. I actually also help train these people through my interactions with them.

Other examples of inequities:

My supervisor is an ES III he supervises 5 people who are ES II 's including myself. Two of these five people are paid more than he is because they have been with the State so long that received many step increases in the past. Yet again they had to "learn the job" as I describe above. It does not seem right that you supervise people who are paid better than you are and are performing lower responsibility duties.

I supervise an ES II as well and he receives the same pay I do and does so with less experience and responsibility. I guess at least he did not work for the state before so he did not come in making more money that I do – such as my supervisor experiences. Though this inequity is not due to step increases, such practices should not be allowed. This happened in the middle of the conversion of the Conservation Program Specialists Class being converted into an Environmental Scientists Class. The person under me rode in on this change right when the position was advertised, thus became an ES II supervised by an ES II as a fluke – or good timing for him and not for me. I seem to inherit supervising a person who is paid the same with no real choice in the matter. Supervising a person who is paid the same, though not more is not fair either.

I would imagine a lot of people leave the state due to situations such as these occurring. I think one of the goals of the oversight committee should be to correct situations such as these as well. Perhaps some flexibility in the pay system to ensure people are paid more than those who they supervise ?? Please consider this when re-vamping the State's pay system; It is very discouraging to people such as myself and my supervisor. And also thanks for inviting and considering our input.

Email 314

I am a State employee of almost 40 years. I have seen a lot of changes some good and some not so good. AS a long time employee it would be nice to have a pay system with a built in COLA, every year that an employee could look forward to, I have been at the top of my pay step for the past 8 years.

I get what ever the elected officials decide to give us.

I would have liked to be able been able to talk to the committee in person but couldn't. My ideal pay plan would be a guaranteed COLA every year within the public sector and continue getting a step raise no matter what range you are on or how many years you have worked.

Email 315

I have worked at several occupations and would like to see the KDOC adopt a buy back for sick leave. Some of the school districts currently use a "buy-back" system. The system, which I have working knowledge allowed the employee to sell back half (1/2) of the yearly unused sick leave, at the individual's regular pay rate. The most that any one employee would be able to sell back would be six (6) days or forty-eight (48) hours and to do that the employee would have had to maintain a perfect attendance for the year. Currently in many of the situations involving sick calls the state is paying two and half (2 1/2) times for the manning of said post. The state pays the officer, who called in sick, and also pays the overtime employee at a pay rate of one and half (1 1/2). The "buy-back" system has worked well for the school districts that have implemented it and most have shown a decrease in their employee sick leave.

I would like for the step increases to remain a constant factor of employment. The cash bonus or whatever terminology that applies does not aid the officers as much as a step increase will over time. The only other issue that always seems to come up when talking with subordinates is the issue of the high cost of health insurance.

Email 316

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I believe the current system works well for personal budgeting purposes. What would be the advantage to the state to move to such a system? There is already a perceived "good ol' boy" system for those jobs that are unclassified, so unless this will help manage dollars better and will not negatively impact classified employees, I do not think this would be a good move.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I think it would make it easier to offer a competitive salary when first hiring but then it would be harder to ensure individuals received raises, especially if they started off making more than the average hire. How would they be able to ensure that as long as they did average or above work, that they received a raise? I think this would have the potential to promote perceptions of the good ol' boy system being alive and well.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

- If you are seriously considering changing the current pay raise system then I would recommend more than one assessment of the current system, not only from the leadership's view but also the employee's views. The evaluation process doesn't mean anything if there is never a requirement for the supervisor to modify their approach as well. It currently is set up to be put back on the employee to seek further instruction or clarity to expectations that may never have been clear in the first place. There needs to be an appropriate checks and balance in place that allows for the resolution of personality and other conflicts that can impact reviews and raises, as the current feedback system in place doesn't really work towards resolutions and developing TEAM approaches, there is still too much discretion on the part of HR/Leadership/Supervisors. *** If I were to support any changes, it would include a well rounded package of all the above, with a clear list demonstrating how each one should be ranked and its impact on what type of raise they should expect, with a better system then evaluations to ensure expectations are being appropriately discussed and clarified between employees and supervisors. It would require a clear ability for the employee to know how to achieve these increases and how communication is expected to ensure both parties, supervisor and employee, know that they know what was discussed.
- FYI-the current system discourages any HR from getting involved with any type of conflict management. Most

HRs want to put it back on the employee to talk to the supervisor when frequently its the supervisor the person has problems with. There needs to be better interventions for employees to use to resolve these types of issues, immediately, instead of waiting until a laundry list of items has accrued. If you're going to go back to more of an honor system and each agency doing as they will then I think you'll have other costs and problems on the back end when people do not feel they've been dealt with fairly. This is my first state job though, so there may be more to things that happen out there than I'm aware of.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I think that without structure, and with job turn over, you have a harder time with consistency, therefore you have a system that is already ripe for potential misunderstandings/misuse of authority. If each state agency is still the "state" and you start allowing each agency to do as they will, well that could lend itself to more HR issues. I can see the need for adding additional compensation abilities, e.g. a nurse with 5 years experience coming into a job, should be able to receive an additional step increase based on 5 years verses one coming in with 1 year or an engineer having successfully completed a new project/grant could be allowed to receive a bonus.
- However, once again, expectations should be clear going into any system changes of this nature, on how to protect employee rights and how they can be assured of achieving enough quality for raises.

I am glad to see that we as a state are looking at more competitive salary systems and that you are asking for our input.

Email 317

1. Number of Pay Plans - My concern would be how the pay plans were grouped. For example, would the pay plans be grouped into job families such as construction, clerical, managerial, accounting? There would need to be careful groupings of job-related functions and keep the number of plans at a minimum. Multitudes of pay plans divided into many subclassifications would lead to mass confusion.

2. Structure of Pay Grades - I would favor the use of pay grade steps for uniformity in reporting. The question asked in the survey concerns the employees' salaries falling between the minimum and maximum levels. When the employees' salaries fell at the maximum levels, what would be the opportunity for further salary upgrades or would employees be frozen at the maximum levels? This affords the similar question as to what happens when employees reach the maximum steps of their current pay grades — they are frozen at the maximum rate. Better that some method be devised how to handle the situation when employees reach maximum levels and how to reclassify them.

3. Basis of Employee Pay - Work performance, education/training/skill acquisition, licensure/certification; and longevity are all qualifications which should be taken into consideration. Employees seeking additional training for promotion should be given credit in their salary achievements. The question arises that senior employees, through longevity, may be making nearly as much as new hires if the pay plan is fairly uniform. Criteria that average all of the above factors should be developed.

4. Pay Administration - Balance the equity issue into developing pay matrices for job-related families as explained in the answer to question no. 1. A bonus factor may be built in for those employees who have achieved special circumstances (i.e. additional job-related education, completing professional credentials, etc.) and their job-related performance is above and beyond the call of duty.

Email 318

- 1) I think one plan is enough as long as the pay is fair to one and all.
- 2) I don't see any problems in using pay grades instead of pay steps.
- 3) Longevity should be considered first and work performance a very close second.
- 4) I don't have any answers to this question.
- 5) I feel the deductibles are too high for the large agency that we have. If the deductibles are brought down and more paid on prescriptions it would be most helpful. It seems every raise we receive, it all goes to higher health care costs.
- 6) I feel that we should receive our longevity checks separate from our paychecks. By the time taxes are taken out, you barely get a little over half of it. That goes for the bonus in December also.

Email 319

I feel that the way things are set up on the pay scales in Central Communications right now is not fair. We have CSII's that are not making much more than the CSI's, and we expect a lot more out of the CSII's. We have those of us that have recently been promoted to supervisor positions as CSS's, that are not making much less than the Top supervisor in dispatch (PSA position), and that is not right either.

It needs to be straightened out that all CSII pay is equal, all CSS pay is equal, all PSA pay is equal and Trainer/auditors pay is equal. There was way to many times that CSI's got pay increases when CSII's, CSS's, PSA's and Trainers/Auditors did not receive pay raises.

Email 320

1. Number of Pay Plans. I can see the possibility of this. Separate pay plans for IT, for office workers, for laborers? I

hope there would not be too many plans to make it confusing or cumbersome when updating the plans when increases occur. More information would be helpful.

2. Structure of Pay Grades. When employees can advance on steps, this system works. When step increases are not given, then it doesn't seem to work. Agencies would have more say in employees' pay if pay grades without steps were implemented. It could mean that agencies with more money would pay employees a higher rate of pay. It could be subjective. Employees who were well-liked could receive higher pay. Employees who have influential friends could receive higher pay. It could also give agencies an opportunity to give employees an increase who are underpaid but cannot have their positions reallocated upward. Maybe agencies would need to make some guidelines for advancement in the grade or maybe it would be driven by budget.

3. Basis of Employee Pay. Work performance, education, training, job skills acquired, job-related licensure and certification and longevity are all good criteria. I would add the following to be considered: additional job duties taken on; special projects accomplished; longevity in the present position; and quantity of work performed. It's good to pay people for their skill and knowledge. It is also important to pay people for the amount of work that is performed. Even though tasks are routine, when there is a lot to be done on a daily or weekly basis, it's good to recognize the importance of keeping up with the workload. This often enables other processes to run smoothly. I think this is something that has been continually overlooked in compensating and upgrading employees for the work they do.

Email 321

1-i think the pay plan in service will work if has the flexibility to be adapted to each particular area of work.example-engineering,maintenance,etc.

2-i think the stepless pay grade will offer more to the supervisor to employee rating and reward system,of course if used properly and may help with retention.

3-work performance,the other listed items are more of a known than performance.

4-well as an example our office does structural steel inspection and travel quite a bit. there is no compensation for travel or pay equity as compared to employees or independent inspectors contracting for other states.all of the inspectors in the k.c. -metro area, and wichita metro area hold a certified welding inspector card and no compensation for that either. somebody making wages as an et-senior and goes home every night makes the same wages as someone locked in the hotel room.

give the agency the power to correct any deficiencies.have some kind of check system to keep the favortism out.

Email 322

I think the current system is fine. Don't mess with it. The problem is not adequately funding the pay plan for cost of living and step increases. Tweaking the system to add more play plans, adjusting steps, and administration are just attempts to get around this lack of funding. Basing employee pay on education, certificates, etc. is already reflected in the job requirements for a position. Yes, many of us are over qualified for a position or under payed, but it is not required for the job specifications. Changing the system from a state wide plan to agency discretion would be bad for morale as some agencies would change (ie. increase pay) while other agencies would decide against it. This isn't fair either.

Email 323

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- I would support the State of Kansas using more than one pay plan for classified state employees.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- I don't think the current system works as it is now. State employees don't get any step increases as it is, since the Legislature has to vote on the step increase. I would like to see pay grades without any steps that way those who are qualified to receive a higher pay can get that pay without waiting 25 years because the Legislature won't increase workers salaries.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity.

- I would use all the criteria in determining the pay of state employees. The State is always concerned

about losing employees to the private sector and the reason people leave State service is the private sector pays people who bring the most to the job. If I have more training, more experience, if I have a history of performing well at my job and I have been doing my job for a longtime, that's a pretty good buy. If the State really wants to be competitive it needs to realize that people with education, training, experience are worth a lot of money, which is just the way the market is these days.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- I'm not sure I understand what is meant by equity. If equity means that every one should get paid about the same then I don't agree. Different people who do different jobs should get paid according to their job skills not according to their agency organization. If an agency employees an attorney you should expect that person to get paid more than a social worker or an office assistant. I think the State needs to start helping people understand that some co-workers will be paid more than them because they have more skills, education, and training. It's really up to me if I want a better job I need to acquire more skills and education.

Email 324

I would prefer pay grades without steps. Raises should be based on Work Performance, Education, training and/or skill, Job related licensure and certification. I'm not sure how they say the system is based on longevity. I have been here almost 16 years and my pay has not moved far from where I started even though I took on a lot of new responsibility and work of people much higher than me. When I asked about a raise I was told I could not get one. The reasoning was I could not have one without the other person in my range getting a raise to. Although a lot of the things I did was different from that person. I felt like I worked my tail off and could not get anywhere. When new positions became available I was told that I had to be a certain range to apply for the higher one. Then they came back and said they could not do that. So I applied (and was qualified for the position) and still did not get an interview even though I worked on the pilot project that was used to establish the new positions. The project was not in my department but I put in a lot of time and helped with it on top of my other duties. If my raise has to be based on what another person is doing there is not reason to work hard. My raise should reflect me and the work I do. I was hoping to move up into a position in my department and was blocked once again when they came in and redid the job specifications to require a masters. In frustration I left that department.

Email 325

1. Number of pay plans. I think more than one pay plan could be beneficial so long as it was not connected in any way to the geographical location of the employee.
2. Structure of Pay Grades. I think using pay grades based on titles and pay grades without steps would be a good idea.
3. Basis of employee Pay. I think work performance, education, training and/skill acquisition should be weighted more than longevity and merit pay should be considered.
4. I think that by getting the pay scale closer to market and an adjustable hiring wage range would alleviate many of the problems other agencies are having.

Email 326

I am responding to issues regarding the pay plan. I have worked for the State of Kansas serving the public sector for over twenty years. Which in the beginning was the type of job most everyone hoped for. Working for the government was respectable work and paid well. However, this can no longer hold true. Step increases were frozen approximately 10 years ago. With the fast increasing economy it is difficult to keep up when salaries have been stagnated. I have suffered the effects from an office that has down sized taking on additional work. I have even been promoted. But all of these positive changes have not been compensated with a salary increase (due to no step increases allowed.) Another twist of the knife was when step one, two and three were eliminated and those new employees coming in are making a starting salary comparable to what I am now making after twenty years of service. I most definitely would like to see a way to increase the salary scale. I feel that job performance and longevity are major contributors determining a pay increase. I do not see the benefit in changing classified positions to unclassified. Especially if it is solely for salary increase. I would not want to risk job security.

Email 327

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

- The pay plan doesn't matter as much as how much funding being put into the plan. The existing pay plan would have worked fine, if it had been funded every year. Any plan that doesn't get funding for step increases for several years in a row will fail. Another change that is needed is that the system has to be able to change more quickly to address the changing employee markets. The process of performing a

market study takes too long and usually is a failure. Many times the similar job are hard to find in industry or the parties contacted don't respond. By the time a market study has been completed most of the best employees are lost.

- The most recent market study (The Hay Report) indicated the technician classes were under paid but Engineers and Geologists were fine. The reality is that KDHE has no problem with turnover or filling jobs in the technician classes but has serious problems with both Geologists and Engineers. Over the last few years the agency has lost many very well qualified Geologists to the federal government and to private industry. Recently we have been unable to hire Licensed Geologists and had difficulty hiring Geology Associates and yet the recent report didn't even recognize this as a problem. Many of the parties contacted don't hire geologists and many of the industries didn't respond to the questionnaire. The recent increase activity in the oil production has made it very difficult to maintain a workforce of Geologists. Hiring Licensed Engineers has been a problem for many years.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

- The pay steps will work fine if the funding is provided for the step increases. With or without steps the funding of the pay plan is most important.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work?

- All are important. The current system takes into consideration all of these factors. Education and training are needed for employees to be qualified for the various jobs in the system. Many employees have worked to gain more training, education or skills to become qualified for higher paying positions. The compression of the job classes being considered by the state will make it more difficult to recognize higher levels education and work performance.
- Several classes require specific licensing such as engineering, geology or nursing, but often the pay for these classes does not compensate for the additional training and experience to gain the license. The current class system as established was set up to recognize these licenses.
- The remaining category is longevity. This was what the steps were set up to address. Most positions in the state system require training for an employee to learn the position. Some simple positions may require a year or two for an employee to become proficient. Most positions require many years for an employee to master their duties. For many state positions there is no other place where an employee can learn to perform the job related duties. For this reason, positions in the science fields such as a Geologist or Engineer may require 10 or more years to master the work. For this reason many of these classes should have 10 or more steps to reward the employee for their increased job knowledge as they become proficient in the job class. This is not true for every position in state government so some job classes may not need as many steps, such as a clerical position which may need 5 years to become proficient. An employee who is mowing the yard may only need two steps.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

- For many years the step increases have been used as cost of living increases. The state system must begin to provide compensation for both cost of living and increase job knowledge. Some positions which require many years of on the job experience to master, must get actual step increases in addition to a cost of living increase. Other jobs where anyone off of the street could perform the job may have a specific wage and a cost of living increase only. Most employees who continue to develop their skills, should get both a merit increase or step and a cost of living increase. One of the reasons the state continues to lose qualified employees is that the state fails to compensate employees for their increase in experience and job knowledge. Private industry and the federal government recognize and pay for this experience. The data gathered by the Hay Group shows that most employees are paid at well below the market rate. Many of these employees have up to 10 years experience and yet they are paid the same as new employees.

Email 327 - CONTINUED

- Additionally, most of the management positions pay little more than that of the workers. Due to this, few of the workers see moving into management as a career option. This will make it difficult to keep qualified employees in the system long enough for them to move up to these management positions.
- The state must routinely provide cost of living and step increases or in time the only employees who will be left will be those who could not find jobs somewhere else. The result of this will be totally ineffective government. Many qualified employees have stayed with their positions only because on the retirement system. As these employees qualify for retirement and leave state service, many agencies will be left in the hands of employees with little experience. **The state must stop using the employees pay as a way to balance the budget.**
- Over the recent years, turnover in the state positions requiring education and training has been increasing rapidly. The cost to the state to provide training to these new employees is very high. Many times employees will come to work for the state to obtain a year or two of training and then move on to other jobs. This trend has left many areas short of qualified people to fill the spaces of those who will be retiring in the next few years.

Email 328

In my opinion I think it would be great to get our step increases back on our anniversary date. I think employees who leave and get their time served, back to them should be considered to start at a higher pay step and new employees coming in start at a lower pay step.

I feel in my position we should be credited to more flexible hours, I feel as if some of the job duties need to be looked at and upgraded for the work we do. I think we need to be recognized for going above and beyond our duties. Thank you

Email 329

I respectfully submit these comments to the State Employee Compensations Oversight Commission regarding recommended modifications to the State's classified pay plan. The Commission specifically solicited comments on five specific issues. My comment letter will respond to those five issues as well as provide several other comments.

My Background: I am a dedicated state employee and have worked in state government for twenty-one years. Prior to state government I worked in the federal sector and have operated a private business. I work for the state because I believe in public service and take pride in assisting the great citizens of Kansas each day. I have been a manager for 13 years and currently supervise over 35 professional (scientific-based) employees and five administrative positions that serve our citizens and protect our environment each day.

A majority of my employees like their jobs however are dissatisfied with the current lack of pay increases and/or compensation for their job class. In 2001, step increases were eliminated and the Kansas Legislature followed by minimizing and delaying cost of living increases to state employees. Since the elimination of the step increases in 2001 state employees have fallen farther and farther behind from a financial standpoint. We have not only lost a significant amount of salary over those years but have lost unrecoverable ground with our individual retirement. The services that we provide to the citizens of the state are beginning to suffer as turnover is at a recent high. More and more of the dedicated state employees are leaving for the private sector where they are fairly compensated. Without adequate compensation, Kansas stands to lose quality, long-term employees. In addition, hiring new, qualified employees who will stay employed with the State long-term will be difficult, if not impossible.

State employees feel devalued and managers face an unnecessary hardship of losing long-time, valuable employees and having to retrain new employees who are hired for the same starting salary as four and five year employees. State employees are not being rewarded for their dedication to the job, as many of us are making the same amount of money as a new hire off the street with minimal experience. What incentives do we have to stay employed at the state? Program efficiencies and productivity will be more and more difficult to achieve as our experienced, knowledgeable and dedicated employees continue to leave. When staff leaves productivity is slowed and efficiency is lost, as new employees must be trained. Scientific positions can take as long as five to ten years or more to completely learn their profession. As programs suffer, so do the services provided to the citizens of our state. We cannot afford to continue to lose our core employees.

ISSUE 1 – Number of Pay Plans – I am not sure that one pay plan or multiple pay plans make that much difference. The bottom line is the amount of funding available to support the pay plan. As previously stated, in 2001 step increases were eliminated and annual cost of living increases were delayed or not adequate to cover the realized (actual) increases

to the cost of living. Since 2001 state employees have actually received less than the straight inflation rate and between 15 to 20 percent less the actual cost of living rate. There is no plan out there that will work if funding is not available to support the plan. I believe that the State would not be in this unfortunate position if the existing pay plan would have been properly funded and implemented as it was initially designed. However, even with appropriate funding there will always be the need to conduct market studies for certain “in-demand” job classes. The current system does not allow for quick response to the ever-changing job markets. Historically, as is the case now, a market or pay study is implemented to late and often results in additional problems with the pay plan. An example for my program is that we are having a very difficult time hiring and keeping trained geologists because of the current demand for geologist in the oil market. Engineers have also been very difficult to hire and keep because of their demand. We have been unable to maintain an adequate staff of geologists and engineers.

ISSUE 2 – Structure of Pay Grades – Again, it all comes down to funding. Whatever pay plan is ultimately selected it will have to be appropriately funded to be successful. I believe that minimum and maximum rates for a given class based on a current market study for that class would allow the state to compensate employees who have more applicable experience. The concern with this theory is that it can be based on political influences or “favoritism” can be interjected into the system (the bosses favorite will get a raise but other won’t). The second concern is that the market is dynamic and there must be a streamlined process to adjust the minimum and maximum ranges based on demand.

ISSUE 3 – Basis of Employee Pay – Each of the four criteria are important in determining the pay of employees in the scientific job classes. Responsibility should be added to the matrix.

Education and training is a given, as a candidate should be required to have a degree if required and/or specialized training to be considered for the position. For example an engineer should be required to have an engineering degree and appropriate license to be considered for a professional engineering position with the state. You wouldn’t hire a biologist for an engineering position.

Those positions that require specific licensing such as engineering, geologist or nursing, should be compensated for the additional training and experience to gain the license. For example the Professional Geologist class that requires a degree and license (required by the Board of Technical Professions) is currently compensated the same as an Environmental Scientist II class that does not require a degree (experience can be substituted). The Environmental Scientist II class is classified as non-exempt while the Professional Geologist II class is exempt because of the professional license requirement. Classes that are required to have a license (such as the Professional Geologist II example) take on more responsibility to insure the integrity of their work. The pay system should fairly compensate those job classifications that require a license.

Without a doubt work performance should be a component of the pay structure. Employees who are exceptional and go beyond the “call of duty” should be rewarded for their performance. However, there is a concern with how work performance can be subjectively determined. Politics and/or favoritism can be interjected into the current evaluation system.

Longevity should be one of the most important categories in determining pay. The original step pay plan was established to address longevity. Employees who meet the criteria described above and are dedicated to their jobs with the state should be rewarded. Thousands of dollars have been spent training these core employees in their professions; they know their programs and are commonly relied upon by the citizens of the state to provide such knowledge and experience. Scientific positions in the state system require an enormous amount of training for a new employee to learn the position then multiple years (5 or more) to master the duties of the position. Over the last few years there has been no incentive for employees in the scientific job classes to master their positions. There have been more core employees (scientific classes) with 5 to 20 years that have left our agency within the last five years then the previous fifteen years combined. This is a direct result of the elimination of step increases and increase in market demand for certain scientific job classes. Private industry and the federal government recognize and pay for this experience.

Employees who have more responsibilities should be compensated for those responsibilities. The current trend at the state is to identify those employees who excel in their program and reward them with more work but little or no compensation. Level of responsibility should be considered in the pay matrix for similar job classifications (i.e. a manager of one program and two employees doesn’t have the same level of responsibility as a manager of two programs and ten employees). The current pay plan does not take into account level of responsibility within classes

Email 329 - CONTINUED

where as a minimum and maximum pay structure could.

ISSUE 4 – Pay Administration - There is great diversity in state workforce ranging from positions that do not require a college education to those that require not only an education but also a professional license. As such, a “one-size-fits-all pay plan will likely not work. Market demand for a job class must also be considered including the fact that this demand is dynamic and ever changing. The pay plan should be able to break job classes down into a minimum of three elements – those classifications that do not require an education or specialized training (i.e. jobs where individuals with a high school education and limited market demand), classifications that require a college education, specialized education and/or a license (positions which require on the job experience to master the position), and classifications that require all the above and manage programs and employees (supervisors and/or program managers should be compensated for the number of employees they supervise and/or the number of programs they manage).

Other Comments – Over the last five years or so, the emphasis has been on recruiting or attracting new employees as was clearly demonstrated by the fact the starting salary for new employees was moved up to step 4. While this was a positive for the new employees it compressed the pay scale for existing employees. Employees with two or more years of experience with the state were making the same as new employees with little or no experience. This action made existing employees who had been trained and were in the process of mastering their profession distraught. Many left the state because of the lack of compensation for their service and dedication. There has not been much attention given to retention which I think is as important as recruiting. The state invests thousands of dollars into training an employee; then over the next five to ten years (depending on the complexity of the position and/or program) the employee begins to master his profession. This is the time when the employee is the most marketable to the private sector. Since the current pay system does not fairly compensated long-term employees (no steps) for their service with the state, the employee is commonly lured away to the private or federal sector which recognizes the value of experience.

Thousands of dollars, invaluable institutional knowledge, and programmatic experience are lost. The program loses, the state loses and more importantly our primary customer – the citizens of the state lose because we can’t reward those employees most knowledgeable and dedicated to our state.

I appreciate the opportunity to provide the Commission comments regarding this very important matter.

Email 330

1. Number of Pay Plans. While not an expert on this it certainly sounds more realistic to have more than one pay plan vs. what we now have of only one plan.
2. Structure of Pay Grades. If pay grades without steps would allow us to hire new employees at a higher starting salary or increase existing employees salaries to a more realistic level then it would be a good idea.
3. Basis of Employee Pay. All of the items listed would be appropriate in determining pay.
4. Pay Administration. The only comment I have here is that any State agency administering compensation should be very knowledgeable about its industry. This requires industry research and personal interviews of employees along with the legislature "listening" to this agency and taking it seriously. HR itself probably would need an infusion of dollars in order to attract the best people for this job or to maintain good people it presently has.

Thank you for allowing me to provide what I hope to be are constructive comments. The State can be a good place to work but people leave because of the bottom line: an adequate salary to compete with other industries and to provide for themselves and their families.

Email 331

What are your thoughts on the possibility of the State of Kansas using more than one pay plan in administering pay for classified state employees?

RESPONSE: The state is a huge employer and I do not think it would be fiscally responsible to incorporate several pay plans as this will create enormous costs for state government unnecessarily. Constituents will not like that. To incorporate several pay plans will require IT departments to restructure computer software programs to incorporate the various plans for both the Dept of Administration and all agencies incorporating the various pay plans. Many finance departments will also experience increased expenditures to update their financial software to integrate with the states software in order to incorporate the new pay plans. This cost can be avoided by thinking smarter and just allow more flexibility with the current pay plans such as suggestion #2 below.

What are your thoughts about using pay steps in pay grades or using pay grades without pay steps?

RESPONSE: Either of these suggestions are BRILLIANT and it is what state employees have been requesting for years! We must have some flexibility with pay to allow us to compensate deserving individuals who have shown dedication to an Agency, produce quality work products at a high throughput level on a consistent basis, have years of knowledge that is invaluable to an agency, and use the knowledge to maintain excellence within an agency. There must also be a automatic pay increase for the average employee. The one that does there job as stated but does not go above and beyond. The state has value in these employees and cannot ignore them. They should have some sort of regular step increase as an incentive to stay instead of seeking a promotional opportunity outside the agency. This will aid in creating some stability.

The states current pay plan is not enough to keep employees as long term employees and we have not created an easy way to reward employees for good performance by increasing their pay so that they will stay with the agency. The ability to offer an employee more money for good performance in order to be competitive with other agencies cuts down on turnover. This could be offered to employees who have really good performance and is an asset to the agency and it is usually offered when the person is seeking other job opportunities for better pay. When a supervisor gets wind that they may be loosing a valued employee and can get easy approval to up the salary to keep the good employee which in the long run ends up being a good investment for the agency.

As a supervisor it is my job to ensure the Agency meets its established goals. This is accomplished by hiring qualified staff, training them, and encouraging them to be productive, efficient, and customer oriented and to be responsible with state resources. I hire qualified staff, train them, and they produce an excellent product and or services and then the state does not have a pay system in place for me to reward them for the excellent work & or dedicated consistent work etc.. They continue to produce at a high level, see people get hired 4 years after them and the new person makes the same salary as them. In the meantime due to downsizing, they gain additional work for no additional compensation, and are now stressed out trying to maintain the increased workloads. They begin to get discouraged and over time they begin to either look for another job that pays better or they begin to give less as there is no incentive for them and no hope of change. In the meantime, the state experiences massive amounts of turnover, retraining of employees, quality and efficiency of work goes down and there are unsatisfied customers. This is harmful to the state and we are not protecting the financial resources of the state. Staff turnover is very harmful to an agency. It is costly, counterproductive, hurts customers, hurts co-workers, impacts the quality & efficiency of our work product, & potentially puts agency at risk for not meeting statutory requirements. Our customers will be happy if our staff is happy. State employees are not very happy. I apologize for being blunt but I see this everyday from staff members when they are asked to continually due more with less and are not justly compensated for the level of work they do, the dedication that they give, and the years of knowledge they possess.

ISSUES: Turnover within the state is out of control. I have witnessed 4 different state agencies suffer from this problem. The turnover issues have been the same in each agency. Employees state:

1. They do not get paid enough for the work they perform. (This is prevalent within the administrative support positions) (Line 19 & below-Senior Administrative Specialist(19), Administrative Specialist(18), Senior Administrative Assistants(15), & Administrative Assistants(13)). These are the folks that have to deal with high volumes of complicated work while answering customer calls that are usually irate because it takes so long to get work processed.

2. There is no incentive to stay in the job they love as step increase are far and few in between, there are no promotional opportunities within their area, and the excellent work they perform goes unrewarded and worse a new person is hired for the same classified position as them and earns the same amount of money and they have been doing the job for 2-5 years. This causes employees to look for promotional opportunities within other state agencies or in the private sector.

3. They are asked to do more for less creating enormous workloads and increased daily stress to maintain the workloads and then are not compensated fairly. They become stressed out and frustrated as they are not compensated fairly for taking on more work and responsibility and they end up leaving the state or seek another agency hoping to find one that is not understaffed for the volume of work received.

4. Staff feel guilty for taking earned scheduled vacation and sick leave because their work volume is high and there is not enough staff to cover for when people need to be gone from work. Turnover is high and FTE's go unfilled due to budgets. This stresses employees out and they feel like they can't take earned time off because of what they will have to come back too. Some loose vacation and or roll vacation to sick leave. Co-workers are stressed trying to cover for them. Many employees end up not taking earned paid breaks on a daily basis just to try to keep up with workloads.....giving the state more time with no pay.

We have cut too many state employees on the front line and we have overburdened the lowest paid employees who are the most crucial persons employed by the state as they are the ones that get the work completed and deal with our customers. How does the state expect good customer service and quality work with these types of working conditions. (Low pay, inflexible work schedules, and high volumes of work) This is a recipe for disaster. I truly believe that several

Email 331- CONTINUED

of our state agencies are struggling to keep the lights on. We were suppose to have an internal audit to assess the number of employees needed to support each agencies mission to address some of this but I have never seen this occur as most agencies are still understaffed at the lowest positions where work is being performed and customers are being served.

Which of the following criteria would you recommend as the most important individual criteria that should be used in determining the pay of employees in your type of work? Work performance; Education, training, and/or skill acquisition; Job related licensure and certification; and/or Longevity

RESPONSE: Above and beyond Work Performance & Satisfactory Work Performance for Longevity.

What are your thoughts on how the State of Kansas may best balance statewide equity while recognizing the unique needs of individual agencies?

RESPONSE: Create one payplan system that allows one position to be assigned a pay range based on steps. There would be a minimum and a maximum pay range. The state would allow all Agencies to hire a position or increase an employees pay line based on anyone of the steps that is in the minimum or maximum pay range for that line. This should have to be justified to ensure the buddy system does not kick in. A new hire may get offered a higher step on a pay range for higher education, current salary, past performance, and or hard to fill position. An existing employee may get a several step increases as an incentive to stay with the agency because of good consistent performance, excellent skills, increased education while in position, to curb turnover of good employees or for taking on more work without a change in position, or to maintain knowledge and skill sets needed for agency. This needs to be fairly implemented. Budgets play a big part of this and what ends up happening is that the lowest paid employees don't get fairly treated or represented in this structure. Funding should be directed equally towards the different lines to allow a fairer implementation of this process. What may end up happening is that agencies give bigger pay step increases to the higher positions and then the staff that does the day to day work and keeps the light on and dedicate so much to the agency get very little of this same benefits. There must be guidelines to follow and it must be fairly distributed among all paylines to afford everyone an equal opportunity.

It is imperative that the state becomes more competitive with the private sector and federal employees. We provide valuable services to our state and we need to be able to succeed at performing those functions in-line with most state agencies initiatives of: Customer satisfaction, Efficiency in government, and Quality products produced in a timely manner. That happens when you have satisfied employees. All employees want are decent work environment, with decent workloads, flexible schedules in order to care for family, to be paid a competitive wage for services rendered, and financially rewarded for dedicated services.

This can all occur if we model after some very successful private corporations such as Google, Wegmans, The Container Store, Whole Foods. These companies know how to retain good employees and get the most out of their money which actually saves them money. They pay above the industry average, they offer good benefits, insurance, they provide good training, flexible work schedules, they install child care centers for lower cost to employees who earn less than \$60,000, and they employ enough workers to do the job. This creates one heck of wonderful work environment that breeds dedication, loyalty, longevity and high productivity that allows for fewer employees but without slashing too many employees that it hurts the company. Turnover decreases, training time decreases, absenteeism due to sickness decreases. Productivity increases and cost to the companies decreases. This is a WIN WIN model that the state needs to start modeling. Kansas and Missouri only have one company that makes the top 100 best companies to work for list and that is: American Century Invest. of KC, MO. Just think if the Kansas State Government could make the top 100 list of best places to work that also is fiscally responsible to its Citizens, and provides Excellent Customer Services & Products. We have to look at the whole picture. Currently, we are looking at just pieces of the whole pie and we are not doing a very good job at satisfactorily addressing all of the issues. It can be done! Thank you for taking my words into consideration and I hope you are able to come up with a plan that address many needs! My contact information is below.

Email 332

1. Number of Pay Plans: This depends on the structure. Jobs with like qualifications and responsibilities could be in a similar plan among the agencies, but individual agencies should not be able to set different pay standards for similar jobs. For example, biologists within Wildlife & Parks should be classified similarly with biologists in KDHE.
2. Structure of Pay Grades: Your example sounds good in theory, but how is pay distributed equitably among employees for similar positions among agencies. One agency may recognize the importance of its people and reward them better than one where administrators dismiss the value of its employees.

3. Basis of Employee Pay: Ideally a plan would address each of the listed criteria. Employees should be compensated for work performance. People who have a greater work ethic are more valuable to the agency and the work place. However, with differing supervisors, and differing work loads and values of performance both within and among agencies this may be difficult to enact fairly.

Education and training help improve an employee's worth and employees who gain this on their own initiative should be rewarded. They too are generally more valuable because of their knowledge. People who are committed to learning more about their profession usually are better employees. School districts reward teachers with MS and PhD degrees with higher base pay.

Positions that require licensure and certification should stipulate this in the minimum qualifications and the pay grade should be adjusted to reflect the requirement. Those not meeting the requirement or those who fail to maintain the requirement should not be eligible for the position or the higher pay.

Longevity is beneficial as long as employees continue to give satisfactory effort. The experience gained makes the employee more proficient and less likely to repeat things that didn't work earlier. Their insight often strengthens the agency for which they are employed.

4. Pay Administration: Agencies should compensate employees with like pay for like duties and like job requirements. If the job is more hazardous in one agency than another, compensation should be adjusted to reflect this. As stated earlier, agencies should not be given leeway to compensate on self-perceived values of their employees.

An issue not addressed in your letter is the benefits package. In 2004, Kansas ranked next to last among the 50 states in health benefits for dependent care. In general, Kansas state employees paid twice the national average. In a state that emphasizes family value, we should be able to do better.

Email 333

I work for the Kansas Department of Wildlife and Parks. In hiring for classified positions in our agency, applicants must meet or exceed education and experience thresholds in order to be selected for an interview. As a result, employees are generally very dedicated, hard working, and competent. Experience separates better employees from less experienced staff and the longevity method or step increases best suits our structure. Supervisors can already hire employees at a higher step due to additional experience or education. These steps need to be reviewed on a more regular basis so employees know that they are being paid where they should. The pay should also be compared to the national average in order to ensure that Kansas employees are not being left behind.

Email 334

My thoughts on more than one pay plan for the state of Kansas;
We are unable to manage ONE in a fair and just manner without hurting hundreds of employees. One is more than enough.

2. Pay steps have worked in the past. Why try to fix something that was not broke.

3. On the issue of longevity; I have seen people who have been devoted employees, doing their jobs as detailed in position descriptions, and with a stroke of a supervisor's pen or a sharp tongue, promote friends, or new employees, leaving loyal ones in the dust. Longevity should count. In our agency, namely a district office, I have seen new employees go from \$13 or \$14 an hr to \$18 in a few years, while older ones had to be satisfied with 2% raises. Giving one or two people the power to raise up certain individuals has been and will continue to be very detrimental to the workforce of Kansas.

THE ANSWER: If advancement is needed because of a change of duties, post it and let the employee TEST. Highest score should obtain the new level. PERIOD.... A standard test could be given or studied for. Get the the supervisors OUT OF THE PICTURE other than the evaluations they should be doing each year on every employee.

The STATE OF KANSAS needs to have a uniform, fair, and a predictable tape measure. YOU HAVE TOO MANY HANDS ON THE TAPE MEASURE.

When first starting, I was always proud to work for the state knowing that the steps and promotions were given fairly. I have seen a counterpart, best friends to the boss' wife, be promoted from a range 9 to range 18 in fifteen yrs. I started at range 11 and now am a range 13 after 23 yrs. Never did I see an opportunity to test for a new

position. New employees were allowed to skip the first three steps a few years ago, then given position re-classifications to up their wages even farther. The new hires this year will be given the 2% raise and also the \$860 bonus in December. What are you thinking?

TO RECAP: OFFER tests to obtain a new position classification.

KEEP the steps as in the past, they worked.

Add 3 steps at the end of the pay scale, compensating for what you took away.

Encourage retirement for those who have reached Rule 85 by offering insurance payments until age 65; thus eliminating the highest paid employees.

In the middle of the pay scale let the steps be of greater value encouraging the employees to stay.

GET THE 'GOOD OLE BOY' PROMOTION SYSTEM OUT OF THE PICTURE.

NEW MOTTO: Post and TEST. POST and TEST. POST AND TEST. IN SO DOING BRING BACK A FAIR AND JUST PAY SCALE FOR THE PEOPLE WHO HAVE SERVED KS WELL AND WILL CONTINUE TO SERVE WITH PRIDE.

Email 335

What are the problems you are addressing? What do you intend to accomplish with changes to the pay plan? Knowing the answers to those questions would help me provide input. Also, it would be helpful to have a summary of pros and cons to explain rationale other states have used to create different pay plans. I encourage you to consult other state agencies for that information during your deliberations as well as KU School of Political Science, public administration faculty. Without that information, I am not able to make an informed recommendation. As an alumni of KU Public Administration, I will use that background and current observations regarding the increase of appointed, unclassified employees at mid-level management positions in SRS. In most cases, an unclassified manager will be approving personnel decisions in field offices and central office.

I appreciate the opportunity to provide input. More than a two day notice would be appreciated however. In the future, please provide more background information and lead time. A few internet links to evaluation studies of payroll systems would be useful.

1. Diverse pay plans: The advantage of one pay plan is that each agency must use that plan to manage its personnel budget. As each legislature decides budget priorities, the legislature is blocked from rewarding/punishing classified employees in any specific agency which is not considered a legislative priority. Again, I lack information regarding the problem with one pay plan for all and examples of the advantages of other plans.

2. Pay grade structure: My primary concern with eliminating the pay step structure is the significant increase in appointed positions in middle management and how "discretionary" the guidelines and market considerations might be. I am concerned about the increased influence of partisan politics affecting human resource decisions. The personnel controls on partisanship are endangered. In most fiscal years, the personnel budget is so tight that more than cost of living increases are rare. If an employee is not performing, there are ways for not allowing step increase. If an employee is performing exceptionally, the customary route for salary increase is a promotion when available. The advantage of state employment is benefits (retirement) and not comparable salaries to the private sector. If recruitment is a problem, other work environment factors would be more effective, e.g. flexible work hours, work at home hours. Budgeting for performance bonuses might be more effective than discretionary guidelines for step increases. As I recall, research indicates that pay is not the primary motivator for improved performance. It's important for recruitment and retention, but it is not the primary factor for increased performance.

3. Basis of pay: My primary concern is the significant increase in appointed positions in middle management. I am concerned about the increased influence of partisan politics affecting human resource decisions. The personnel controls on partisanship are endanger. Please check with the academics on effective personnel practices in civil service. Longevity increases controls salary decisions which are perceived as favoritism. The pay structure already factors in education, licensure, and work skills as a component of job classifications. Acquisition of an additional job-related skill may be a useful method for a salary increase.

I look forward to receiving additional information on your deliberations. I encourage you to investigate the effectiveness of pay structures utilized by other states and publicize your findings.

Email 336

Merit pay will not work for state employees. The favorites will get the increase the rest of us will get very little if anything. I have been a state employee for 24 years, the best and most fair is the pay plan we have now. If you would implement the step increases that have been in place for over 24 years, it would take care of most of the problem. Plus

make up for the lack of raises that we have not had in several years. Do you think you could get a BST or a plumber for 10 bucks an hour , I Don't think so.

Email 337

I believe the State should consider reverting to the pay plan structure that was in effect about 15 years ago. At that time the legislature changed our salary structure from step increases every three years (after the 5th step) to every year and then started including the cost of living allowance (COLA) as a part of the step increase. Before this change, the step increase was considered by the Legislature as separate from the COLA since the step increase would only be for one third of the state employees in any one year. A starting employee could spend 34 years on the same salary range from starting salary to the top of the pay range and this would be appropriate for the same job function as long as the annual COLA equaled the cost of living and the step movement was kept separate.

This previous salary structure made sense in that a newly hired employee would receive five step increases in their first four years of employment which would parallel a steep learning curve. Employees after the fifth step would receive step increases every three years indicating both additional experience and efficiency and provided an incentive to stay with the State. The costs of living increases were true COLAS. To this day I am not sure why the system was changed.

When reference is made the range of salary for a position, such as range 27, which is \$40,851 (beginning step 4) to \$54,745 (step 16), what is assumed is the range shows future compensation based on today's dollar and that a beginning employee in this range after 12 years (and 12 step movements) can expect, due to their experience, to be making the \$54,745 in today's dollars. What is not apparent is because the "COLA" provided by the Legislature does not equal the inflation rate, the step increase as given by the Legislature has to make up for the remaining cost of living needs. The \$54,745 top of range 27 becomes almost equivalent to the \$40,851 starting salary but only 12 years later and the difference is only the time value of money.

This becomes apparent when we look at starting salaries not keeping up with industry standards. For example, if the Legislature approves a 1.5% COLA with a 2.5% step increase and the inflation rate is really 4%, the starting salary (currently step 4) increases only 1.5% and has lost 2.5% to inflation. The experienced employee whose salary increases by the Legislature given COLA and step is really making an equivalent salary to what they were making last year without any additional compensation for their added knowledge and experience. Therefore, a number of years of this Legislature approved COLA and step movement results in a starting salary way below market rates and an experienced employee continuing to make only a starting salary. The State then has difficulty in obtaining new employees and retaining experienced employees. This was also the reason that Governor Graves removed steps 1, 2, & 3 from the pay plan matrix as the starting salaries became way below market rates.

Reverting back to the previous salary structure would not be easy but it can be done and accepted. Decisions to divide the state into three groups and only provide a step increase to one of those groups the first year and delay a step increase to the other two for 1 or 2 years would be a difficult. However, this decision would be easier if the COLA provided by the legislature was a true COLA.

Thank-you for allowing me to provide my thoughts and recommendations to the Commission on this issue.

Email 338

The mere fact that this memo was sent out on June 20 at 2:40 pm and responses are due by the close of business on June 21st says how much input you really want. The issues (questions) as stated in the memo are in general terms and there are numerous variables to each question I would what to know before I would response.

Email 339

I read with interest the letter from Carol Foreman, Chairperson, State Employee Compensation Oversight Commission. I have long thought that the workforce for classified state employees is too diverse to use only one pay plan. I don't know enough to comment on very many of the concerns but I did want to tell you that I believe that the classified state employee should be rewarded if they have outstanding work performance and if they have acquired job skills and training to improve themselves and their department. I know in various jobs in the private sector that if you complete work on a degree or certification that you earn a higher salary. Many classified employees work on a campus where the importance of education is highly stressed but it is hard to be motivated to improve oneself when a higher salary will not be realized upon graduation.

Email 340

Pay must based for the most part on performance!!! Longevity and having a license also should be factors, but to a lesser degree than performance. I have worked for the state 31 years and have continually seen those that don't perform receive the same pay as those who do a great job. A system that is fair must be implemented and the current system is far from being fair.

Email 341

See rom the top to the least as following:

- Education, training, and/or skill acquisition
- Longevity
- Job related licensure and certification
- Work performance

Job related licensure & certification and longevity could either be the second top. Work performance could be the least.

Email 342

1. Number of Pay Plans - I believe it is possible to establish one pay plan that can have enough different ranges to accommodate the differences in work accomplished by state employees.

2. Structure of Pay Grades - I believe the steps are easy to administer as a manager and easy to understand as an employee. It would make sense to me to allow for movement up that scale at the employee's production rate rather than a locked progression. However, the pay ranges need to have more steps. Once an employee reaches the top of the scale there is no monetary way to recognize positive performance. If money is what motivates employees to perform exceptionally, having a cap on the plan scale tells employees there is no longer an expectation for exceptional performance once the maximum point is reached.

3. Basis of Employee Pay - I believe education, training and skill mastery are all reasonable considerations of salary throughout one's career. It would not just be a consideration at hire.

Job related licensure and certification would appear to be more likely determining factors in whether the employee could be hired or retained rather than compensation determinates.

Having been the seasoned employee and the new employee in various positions at various points in my career, I believe that longevity does make a positive difference in the work place. After working for a time in an environment and position it is possible to contribute things to the work that a new person is not able to supply. I believe longevity should be rewarded.

Absolutely, the performance of an employee should be considered. I have been both classified and unclassified so have worked in both types of environments as currently conceived. Employees should not be retained unless they are doing satisfactory work. If an employee is contributing above the established standards for their position then they should be rewarded additionally. However, the challenge will be to establish the measurable performance standards.

Also, depending on the personality of the agency, it will be a challenge to build a system that keeps agencies from either automatically assuming all employees are exceptional or that none are exceptional. This said, artificial barriers to having all employees working above the established standard should not be created. If all are exceptional, they should all be compensated as exceptional employees.

Merely, supplying a merit pool of salary dollars equal to the standard raise for all employees in a merit pool only insures performance no better than average. You are automatically assuming that to have an exceptional employee you must have a substandard employee. The average of which is merely a standard workforce.

4. Pay Administration - I have worked as a front line worker, supervisor, manager, and leadership team member in several executive branch agencies, regents institutions and community colleges and do not believe there is enough difference to demand major differences in pay administration from agency to agency.

5. General Comments - As a general comment, I honestly believe that many state employees do not associate their paycheck to their performance. People must have a pay check to pay bills. Being an employee gets you a pay check. Showing up, working hard, and caring about the public served are not associated with that pay check for most state employees. The years we get a 5 percent raise are not followed by harder work and better product than the years where there have been little or no raises. If money was the sole motivator for state employee's performance there would be many fewer positions filled and many fewer quality employees. It will take a huge increase in spending to pump enough money into the state system to create an environment of money driven employees.

Employees expect to work for an employer that is fair, appreciative, and caring toward the employees. Employees want to work for an employer of which they can be proud. Employees want to know that the employer has paid employees all they can afford to pay them. Employees want to know that the employer is fair and ethical in all regards, and particularly in their dealing with employees. Whatever the pay plan adopted, employees want it to be clear, fair and equitable. Please do not make it so complex that employees distrust it or we will all be harmed.

