

# Johnson County Government, Kansas Annual Workforce Planning Report

FY 2005



March 2004

Department of Human Resources  
Johnson County Government  
111 South Cherry Street, Suite 2600  
Olathe, KS 66061-3441  
913-715-1400  
Fax 913-715-1419  
<http://hr.jocogov.org>

# Table of Contents

<b>Executive Summary</b> .....	2
<b>Introduction to The Workforce Planning Report</b> .....	3
<b>Summary of Workforce Planning Reports</b> .....	3
<b>What is Workforce Planning?</b> .....	4
<b>Data Sources</b> .....	5
<b>Best Practices</b> .....	6
<b>Long-Term Objectives/Initiatives</b> .....	10
<b>A Profile of Johnson County, Kansas</b> .....	11
Johnson County, Kansas Demographics .....	11
<b>Employee Demographics</b> .....	12
Employees by Employment Status (1998 – 2003) .....	12
FY 2003 FTR Employees by Race .....	14
FY 2003 FTR Employees by FLSA Status .....	15
FY 2003 FTR and PTR Employees by Department/Agency .....	16
FY 2003 FTR Employees by Age Range .....	22
Comparison of FY 2002 and FY 2003 FTR Employees by Age Range.....	24
Distribution of Employees by Performance Appraisal Rating .....	25
<b>Turnover</b> .....	26
FTR Countywide Turnover (1998 – 2003) .....	26
FY 2003 FTR Department/Agency Turnover .....	27
FTR Terminations of Employment by Termination Type (1998 – 2003) .....	29
FTR Employees by Average Length of Service (LOS) at the Time of Termination.....	29
<b>Retirement Criteria</b> .....	31
<b>Early Retirement</b> .....	32
KPERS Early Retirements by Year .....	32
KP&F Early Retirements by Year .....	33
<b>Full Retirement</b> .....	34
KPERS Full Retirements by Year .....	34
KP&F Full Retirements by Year.....	35
Full Retirees - Length of Service (LOS) Past Full Retirement Eligibility .....	36
<b>Retirement Eligibility</b> .....	37
FTR Employees Eligible for Full Retirement (2003 – 2008) .....	37
<b>Closing Summary</b> .....	38
<b>Appendix A: Terms and Definitions</b> .....	39
<b>Appendix B: Proposed FY 2005 Pay Table</b> .....	40
<b>Appendix C: FY 2003 New Employee Welcome Survey Summary Results</b> .....	42
<b>Appendix D: Distribution of Employees within the Terciles, Includes Length of Service and Pay</b> .....	43
<b>Appendix E: The Compensation Philosophy</b> .....	44

## Executive Summary

Johnson County Government is a progressive and innovative organization that provides high quality and cost-effective services to the residents of the county through its dedicated and knowledgeable workforce. The County seeks to recruit and retain employees with a commitment to public service and a desire to make a difference in the community. This report focuses on the County's investment in its human capital as the primary means of achieving organizational goals and objectives.

The Annual Workforce Planning Report is updated each year for presentation to the Board of County Commissioners in conjunction with the annual budget update work sessions. It is intended to serve as a multi-year "people plan" that corresponds with the 5-year, long-term budget. The FY 2005 Workforce Planning Report features demographics of the 2003 workforce, as well as:

- Best Practices
- Long-Term Initiatives/Objectives
- Turnover Data
- Retirement-Related Demographics

The 2005 report introduces the concept of "total rewards" as a means of attracting, retaining, and motivating top talent. *Total rewards* include the extrinsic and intrinsic tools available to an employer that may be used to attract, retain, and motivate employees, including pay, benefits, learning and development, and the work environment.<sup>1</sup>

In January and February 2004, the Executive Team participated in two planning retreats to discuss total compensation and develop a proposed 35 year plan to address top priorities. As the executives identified their concerns, interests, and ideas relating primarily to pay and benefits, and prioritized the areas that they believe require an immediate and ongoing organizational commitment, a strong consensus emerged regarding the top priorities. At these meetings, Gregg Edwards, General Manager of The HayGroup's Kansas City office, provided an overview of total rewards. He stressed to the executives that base pay practices must be aligned with the County's compensation philosophy prior to trying to enhance other components of total rewards. After identifying and analyzing nearly 30 issues, the Executive Team clearly emphasized the following priorities:

- Funding for the merit pool to ensure meaningful differentiation and recognition of top performers.
- Funding to properly place employees in pay range terciles based on their professional experience and performance levels to ensure employees are compensated in accordance with the compensation philosophy.
- Assessing the pay table structure annually to ensure the structure remains market competitive and funding for market adjustments for all employees, not solely those falling below the minimum of the new ranges.
- Increasing funding for the County's contribution to the supplemental retirement 401(a) program with a commitment to reach at least 5%.
- Implementing variable pay (incentives and bonuses) to recognize and reward top performers.

Since the implementation of its updated classification and compensation system in 2002, the County has invested significant resources into the development of an internally equitable and externally competitive pay system. Skilled performers remain harder to find and keep, and total compensation is an important tool that may be used to attract and retain quality employees in an improving economy. Making a commitment and establishing a plan to address the five priorities identified by the Executive Team at its recent retreats will ensure that the County has the ongoing resources it needs to attract, retain, and motivate top employees.

---

<sup>1</sup> *Total Rewards Management, WorldatWork, 2003, p. 1.6.*  
*FY 2005 Workforce Planning Report*

## Introduction to The Workforce Planning Report

Johnson County Government is a progressive and innovative organization that provides high quality and cost-effective services to the residents of the county through its dedicated and knowledgeable workforce. The County seeks to recruit and retain employees with a commitment to public service and a desire to make a difference in the community. This report focuses on the County's investment in its human capital as the primary means of achieving organizational goals and objectives.

In 2001, the Department of Human Resources (HR) presented its first annual workforce planning report, *The FY 2002 Annual Workforce Planning Report*, to the Board of County Commissioners. The report provided the demographics of the 2001 workforce, as well as trends and issues projected to impact Johnson County Government in FY 2002 and beyond. Furthermore, it provided best practices and long-term objectives to strengthen the County's strategic position as a competitive Employer of Choice.

The Workforce Planning Report is updated each year for presentation to the Board in conjunction with the annual budget update work session. It is intended to serve as a multi-year "people plan" that corresponds with the 5-year, long-term budget.

The FY 2005 report provides demographic data on the 2003 workforce.

## Summary of Workforce Planning Reports

**The FY 2005 Workforce Planning Report** introduces the concept of "total rewards" as a means of attracting, retaining, and motivating top talent. It defines "total compensation" and the components that comprise total compensation. Finally, it reviews five issues the Executive Team identified as critical issues to improving total compensation at Johnson County Government at its January and February 2004 Total Compensation Retreats. Skilled top performers remain hard to find and keep, and total compensation is an important tool that may be used to attract and retain quality employees in an improving economy.

**The FY 2002 Workforce Planning Report** highlighted the reality that, in a strong economy, people have many choices about where they work and are increasingly willing to change jobs in search of better options. It emphasized that being an "Employer of Choice" means taking a proactive approach to attracting and retaining good people, as well as demonstrating with actions – not just good intentions – that employees are the foundation of our ability to deliver services.

**The FY 2003 Workforce Planning Report** addressed economic instability as it relates to the Johnson County Government workforce. It continued the theme of the FY 2002 report, emphasizing the need to invest in employees by focusing on strategies that promote retention and stability. The report cited evidence that when an organization keeps its focus on retention, it will save money and attract and retain good employees regardless of the prevailing economic climate.

**The FY 2004 Workforce Planning Report** continued the theme of previous reports by focusing on the topic of *retaining top performers throughout good and bad times*. It reminded the organization that, despite the recession that began in March 2001, skilled top performers are harder to find and harder to keep. The report cited evidence that addressing the economic downturn in traditional ways would not work to retain top talent. It cautioned that shortsighted tactics would have long-term consequences; highly qualified and productive employees need to know that they are recognized and valued within the organization or they will leave when the economy improves. The report stated that despite the economic downturn, the need for County services has not declined.

## What is Workforce Planning?

Workforce planning is a systematic process for identifying the workforce competencies required to meet the organization's strategic goals and for developing the strategies to meet those requirements. It links the organization's mission to success through its people. Workforce planning is one component of a larger picture that involves brainstorming possibilities, analyzing data and trends, making informed decisions, and having knowledgeable leadership that guides the County's efforts to achieve desired outcomes. By systematically and routinely evaluating workforce data to assess employees' attributes, then aligning that information with the current and projected needs and goals of the organization, the organization is able to have the right people with the right competencies in the right place at the right time.

The knowledge, skills, abilities, and experience the County needs within its workforce to provide services are constantly changing due to technology, customer demographics, emerging competition with private sector, and other internal and external factors. At the same time that the organization's needs are changing, the composition of the current workforce (internal and external) is also changing. Workforce planning makes it possible for the County to understand trends within the current workforce, project future needs, and conduct gap analysis to develop an action plan. Based on this information, strategies relating to organizational effectiveness and organizational learning and development can be implemented to enable the organization to grow and develop the talent needed to be successful.

Each year as a part of the annual budget update work session, Budget and Financial Planning asks the Board to address the following questions:

- What services will the County provide?
- Who is the best provider?
- What level of each service will be provided to the community?
- What is an acceptable level of cost for each County service?
- How will the County finance the cost of services?

As the answers to these questions impact the workforce, HR and County Leadership will address the following questions within the context of the County's compensation philosophy, to include:

- Are our people resources aligned with the County's mission?
- What changes to people resources may be needed to provide the desired type and level of services to the community?
- What trends have occurred in the last five years that may help us anticipate future needs?
- What strategies could optimize the workforce?
- Are we effective in our efforts to recruit, retain, and motivate top talent within the organization?

Properly done, workforce planning results in improved productivity and service, as well as improved human resources policies and procedures that enhance the organization's ability to meet defined objectives through the workforce.

## Data Sources

Data in this report is based on data reported from ASPIRE as of December 31, 2003, unless otherwise noted. ASPIRE is the County's computerized human resource information and financial business system.

Park and Recreation positions are excluded unless otherwise noted, as Park & Recreation positions are not maintained in ASPIRE.

Effective FY 2002, data excludes the Nursing Center, as the Nursing Center became a 501(c)(3) organization in December 2002. Data prior to FY 2002 includes the Nursing Center.

Demographics are routinely provided for full-time regular employees. However, data is also provided on part-time regular, on-call, and/or seasonal employees when relevant to the demographic featured. A detailed breakdown of part-time regular, on-call, and/or seasonal employees is not provided as a general rule because the short-term and highly mobile nature of these positions contradicts the intent of being able to accurately project, forecast, or identify certain long-term trends. When reported, part-time regular employee data includes benefits and non-benefits eligible part-time employees.

Demographics are based on actual employee counts, not on FTE.<sup>2</sup> As such, Full Time Equivalent (FTE) numbers reported by Budget and Financial Planning will be different than actual employee numbers reported here.

---

<sup>2</sup> As indicated in the Terms and Definitions section of this report, FTE is the "full-time equivalent" for a position, also referred to as a position's "percent time." This topic is addressed further on page 12.  
*FY 2005 Workforce Planning Report*

## Best Practices

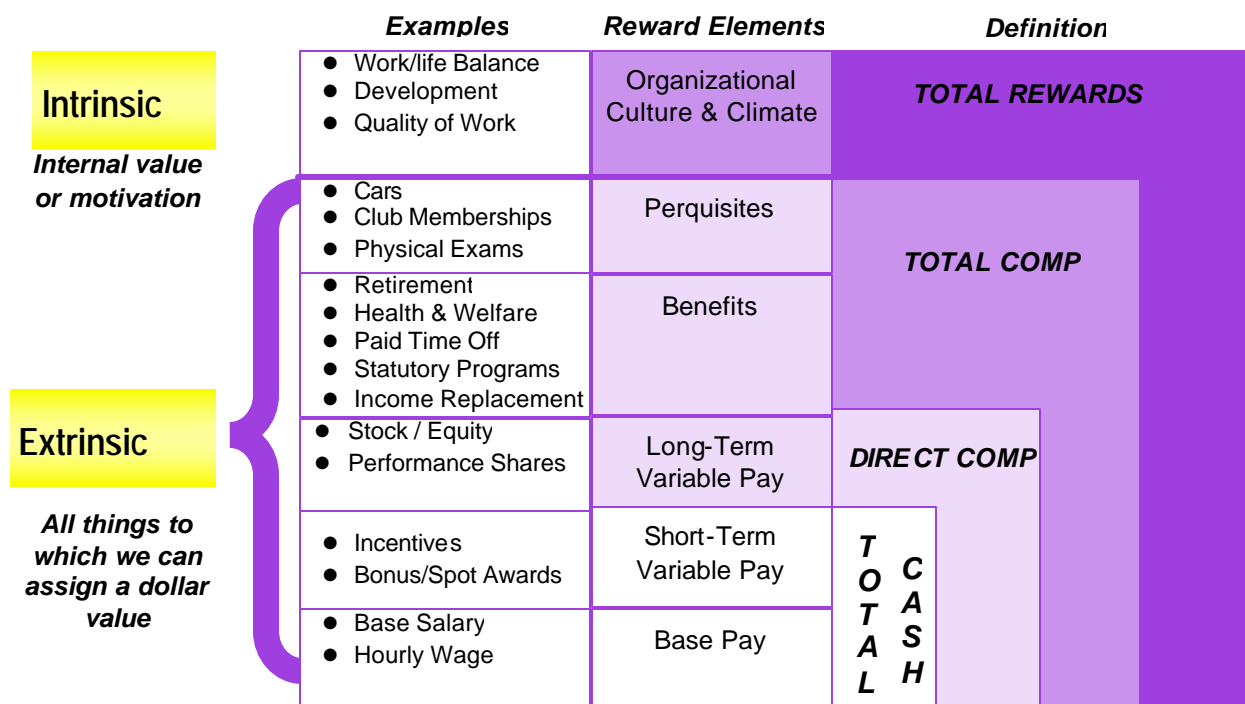
### History

In 2002, in conjunction with the update of the County's classification and compensation system, the County developed and documented its compensation philosophy. The compensation philosophy is the organization's vision articulating the factors that will be considered in determining how employees will be compensated in terms of both direct and indirect compensation. The County's compensation philosophy is to be competitive within the relevant comparable labor markets for base salary; recognize outstanding performance and organizational contributions through the use of incentives; establish differential pay practices consistent with the market; and, offer benefits that are market competitive. It documents the comparable labor markets for base salary and guides how the County's pay table will be maintained over time. Development of this philosophy was a fundamental component of updating the County's classification and compensation system to meet current and future organizational needs. The complete philosophy is provided in Appendix E of this report.

### Total Rewards

A compensation philosophy is one component of a larger strategy known as a "total rewards strategy." *Total rewards* are all of the extrinsic and intrinsic tools available to an employer that may be used to attract, retain, and motivate employees, including pay, benefits, learning and development, and the work environment.<sup>3</sup> Figure 1 shows the components of total rewards.

Figure 1. The Components of Total Rewards<sup>4</sup>



<sup>3</sup> *Total Rewards Management*, WorldatWork, 2003, p. 1.6.

<sup>4</sup> Total Compensation Planning Retreat I, Gregg Edwards, General Manager, The HayGroup, Kansas City, Missouri, January 9, 2003.

The concept of total rewards is not new, but as changing demographics and economic turbulence raise a real threat of labor shortages in the foreseeable future, employers can strengthen their competitive advantage by using the concept of total rewards to align and enhance the perceived value of compensation and benefits programs to attract, retain, and motivate top talent.<sup>5</sup> Johnson County Government is in the process of identifying and documenting its total rewards philosophy and strategy.

### **Proposed Total Rewards Philosophy**

*The County recognizes that its employees are the key to fulfilling its mission of providing high-quality and cost-efficient services to the people of Johnson County. Johnson County Government strives to be an employer of choice, respected in the community as an organization that offers rewarding career opportunities. The County seeks employees who are highly committed to making a difference in the lives of others. Because the County values and appreciates employees' contributions, it is committed to providing competitive salary and benefits, and additional performance incentives to employees to recruit, retain, and reward the best talent available.*

### **Proposed Total Rewards Strategy**

*Johnson County Government will continuously evaluate the intrinsic and extrinsic components of total rewards based on its evolving strategic goals, as identified and established by the Board of County Commissioners (BOCC) and the changing needs of the organization's workforce. The organization will annually assess progress towards stated initiatives and realign those initiatives as necessary, remaining focused on long-term commitments and goals.*

### **Designing a Total Rewards System**

The ideal total rewards system is designed to align rewards (i.e., anything that employees perceive to be meaningful) with business strategies while delivering value to critical workforce segments, building a stronger employment brand, and achieving a higher return on investment (ROI) of financial resources.<sup>6</sup> Knowing the "right mix" of components depends on the organization—its workplace culture, financial resources, employee needs and values, etc. Tailoring these elements to the organization ensures a best fit.

In January and February 2004, the Executive Team participated in two planning retreats to discuss total compensation and develop a proposed 3-5 year plan to address top priorities. As the executives identified their concerns, interests, and ideas relating primarily to pay and benefits, and prioritized the areas that they believe require an immediate and ongoing organizational commitment, a strong consensus emerged regarding the top priorities. At these meetings, Gregg Edwards, General Manager of The HayGroup's Kansas City office, provided an overview of total rewards. He stressed to the executives that base pay practices must be aligned with the County's compensation philosophy prior to trying to enhance other components of total rewards. After identifying and analyzing nearly 30 issues, the Executive Team clearly emphasized the following priorities:

- Funding for the merit pool to ensure meaningful differentiation and recognition of top performers.
- Funding to properly place employees in pay range terciles based on their professional experience and performance levels to ensure employees are compensated in accordance with the compensation philosophy.
- Assessing the pay table structure annually to ensure the structure remains market competitive and funding for market adjustments for all employees, not solely those falling below the minimum of the new ranges.
- Increasing funding for the County's contribution to the supplemental retirement 401(a) program with a commitment to reach at least 5%.
- Implementing variable pay (incentives and bonuses) to recognize and reward top performers.

---

<sup>5</sup> The Total Rewards Sweet Spot, Jane Petruniak and Peter Saulnier, Workspan: The Magazine of WorldatWork, August 2003, pp. 39-41.

<sup>6</sup> The Total Rewards Sweet Spot, Jane Petruniak and Peter Saulnier, Workspan: The Magazine of WorldatWork, August 2003, pp. 39-41.

The following table defines and explains the issues regarding each of the priorities identified.

**Total Compensation Priorities**

<b>Top Priorities Identified:</b>	<b>Issues:</b>
<p><b>The Merit Pool</b></p>	<p>The compensation pool funds all pay rate increases, including merit, promotions, reclassifications, pay rates for employees hired in above the pay range minimum, temporary pay rate increases, market adjustments, etc. As a result, having a 3% compensation pool means that less than 3% is actually available to reward performance. In 2003, the maximum merit pay rate increase was capped at 4.0%. The average merit pay rate increase was 2.65%.</p> <p>The County needs to establish merit pay parameters, including a meaningful differential to recognize exceptional performance. “Even with lower pay-increase budgets, employers are attempting to differentiate the pay increases awarded to their top, average, and low performers. Mercer’s survey found that the strongest performers will receive average pay increases of 4.8% in 2004, compared to 3.1% for average performers and 1.0% to the weakest performers.” If the County wants to ensure a minimum 2% differential between satisfactory and exceptional performers, it first needs to establish an adequate amount to provide to acceptable employees, and then establish a meaningful amount to provide to exceptional performers.</p> <p>Options being considered:</p> <ul style="list-style-type: none"> <li>• Separate the merit pool from funding for other types of pay adjustments. For example, create a separate fund for reclassifications, promotions, and market adjustments.</li> <li>• Increase the budgeted merit pool. The proposed FY 2005 merit pool of 3.0% is a conservative baseline for budgeting purposes; however, executives will be providing a more specific recommendation later in the budget process.</li> </ul>
<p><b>Tercile Movement/ Funding Employees Through the Pay Range</b></p>	<p>Aside from the annual merit pay rate increase, the County currently has no mechanism in place to increase employee pay rates through the pay range based on the acquisition of additional knowledge, skills, abilities, or experience over time. The average merit pay rate increase has been less than the percentage movement of the pay table, resulting in “compression,” i.e., employees with higher-levels of experience and performance are paid near the minimum of their pay range along with less experienced employees. (The County does allow position-specific market adjustments, as needed.) As of January 18, 2004:</p> <ul style="list-style-type: none"> <li>• 59.88% of County employees are in Tercile 1;</li> <li>• 32.08% are in Tercile 2;</li> <li>• 7.43% are in Tercile 3; and,</li> <li>• .61% are compensated over the pay range maximum.</li> </ul> <p>Refer to Appendix D for a breakdown of employees by tercile, including the average pay rate and length of service by grade and tercile. While placement in Tercile 1 is accurate for some of these employees, it is not appropriate for others based on the County’s stated compensation philosophy and goals. A methodology to determine proper Tercile placement is forthcoming, including assessment of individuals’ professional experience and demonstrated performance levels.</p>

<b>Top Priorities Identified:</b>	<b>Issues:</b>
<b>The Pay Table</b>	<p>The County's pay table is built based on the market median of the corresponding markets, as documented in the County's compensation philosophy. The HayGroup, the County's compensation consultant, recommends an annual review of the pay table to determine if pay table changes are necessary to remain consistent with the organization's stated philosophy. To ensure systematic and ongoing assessment and adjustment of the classification/compensation system, HR recommends establishing funding for maintenance of the system. A proposed new pay table is recommended for FY 2005; refer to Appendix B: The Proposed FY 2005 Pay Table.</p> <p>Once the pay table is structured properly, then employees need to be placed appropriately within that structure. This would require funding to provide market adjustments for all employees within the designated pay range, not solely those employees whose pay rate would fall below the new minimum of the pay range. This assumes that employees are placed properly in the pay range before the market adjustments are made. A variety of strategies can be used to achieve this goal. For example, in 2003, in addition to the performance pay rate increase, the City of Overland Park provided a market pay rate increase of up to 2% for employees based on the relationship between the employees' pay rate and the pay range midpoint. For example, if the employee's pay rate fell 20% below midpoint, then the employee received 2% in addition to the performance pay rate increase. Other local cities are not providing this type of an increase or a cost of living adjustment. Solutions such as this will be evaluated as options are considered.</p>
<b>Supplemental Retirement</b>	<p>The Supplemental Retirement Program is an IRS Code Section 401(a) plan designed to assist employees in saving for retirement. The plan is an optional benefit whereby the County makes a matching contribution equal to 100% (of an established percentage) of the amount an employee contributes to a deferred compensation plan. When the plan was implemented in 2002, it included a recommendation to increase the employer match from 1.5% to 5% as funding allowed. The match of 1.5% has been in effect since 2002. Preliminary budget projections for 2005 include a recommendation to increase the supplemental retirement match to at least 2%</p>
<b>Variable Pay (Bonuses and Incentives)</b>	<p>Bonuses are additional compensation paid to an employee on a discretionary basis, i.e., the employee could not anticipate receiving the bonus. Incentives are additional compensation paid to an employee on a nondiscretionary basis, i.e., the employee could anticipate receiving the incentive. Incentives motivate behavior to occur in the future, and they should be awarded for the achievement of a specific, predetermined goal at a predetermined level. Currently, the County's only form of variable pay is in the form of a "spot bonus" that allows up to a \$100 award or up to 1 day of paid time off to be awarded in situations of exceptional work related performance or for contributions far exceeding standard expectations. Proposed policy and procedure revisions to increase that amount will be submitted to the Board for consideration later this year. New methods of providing additional compensation are needed to be market competitive with regard to "total compensation."</p>

County executives debated the value of providing cost of living adjustments (COLAs) as a possible mechanism to increase employee pay rates within the pay range. In 2003, 47.13% of employees received a performance evaluation rating of “fully meets expectations,” which meant that they were eligible for a 1-2% merit increase. Since this percentage pay rate increase amount is so low, many executives believe that the increases result in providing cost of living adjustments instead of providing meaningful incentives for and recognition of good performance. However, executives believe in the importance of paying for performance and would rather have additional funding for merit pay rate increases to adequately recognize acceptable and exceptional performance levels.

Additionally, executives strongly believe that the County needs to encourage legislative changes to enhance KPERS. While they recognize that the County does not have direct control over this issue, they have many concerns over the structure and benefits provided, and would like Johnson County Government to assume a leadership role in championing desired changes, such as reducing the vesting period, increasing the multiplier, including COLAs and deferred retirement options, and considering options to minimize the impact on net pay of the required 4% contribution after the first year of service.

### **Planning a Well-Balanced and Administered Total Rewards System**

To ensure a well-balanced total rewards system, system components should be designed, prioritized, and implemented collaboratively. Furthermore, the proper infrastructure needs to exist to support and administer system components effectively. Employers need to understand the potential impact of the components on both employees and the organization before the components are enhanced, revised, or eliminated. From an employer perspective, the right mix of total rewards creates value from the investment made in the workforce. From an employee perspective, the right mix of total rewards creates a meaningful work experience in terms of personal fulfillment and competitive pay.

### **Long-Term Objectives/Initiatives**

The County recognizes that its employees are the key to fulfilling its mission of providing high-quality and cost-efficient services to the people of Johnson County. This challenges the organization to be creative in its approach to total compensation by combining the ability to compete for and retain top talent with the need to be fiscally prudent. In support of this goal, HR will continue to work with County Management and executives to address the following long-term total compensation objectives/initiatives in FY 2005 and beyond:

- Continue to develop the concept of “total rewards.” Facilitate discussions to develop a Total Rewards Philosophy and Strategy to be considered for adoption by the BOCC.
- Continue to identify and develop improvements to the components of total rewards, including the elements of base pay, short-term variable pay, long-term variable pay, benefits, perquisites, and organizational culture and climate.
- Review classification and compensation-related policies and procedures annually and recommend changes to keep the County competitively positioned.
- Review the County’s pay table annually to ensure it remains consistent with the County’s Compensation Philosophy.
- Review employees’ pay rates annually and recommend ongoing strategies to ensure they are compensated consistent with the County’s Compensation Philosophy.
- Enhance communication regarding the real and perceived values of total rewards, perhaps through the creation of a Total Rewards Statement.
- Continue to develop the Recruitment and Retention Strategy initiatives, including Employer of Choice initiatives.
- Review and update the County’s performance and rewards system to align performance expectations and outcomes with organizational goals and objectives.
- Identify and develop career ladders, including succession planning and learning and development opportunities that support career paths.

## A Profile of Johnson County, Kansas

### Johnson County, Kansas Demographics

Source: US Census Bureau Internet site <http://quickfacts.census.gov/qfd/states>.

US Census Bureau Category	Johnson County	Kansas
Population, 2001 estimate	465,058	2,694,641
White persons, 2000	91.1%	86.1%
Black or African American persons, 2000	2.6%	5.7%
American Indian and Alaska Native persons, 2000	0.3%	0.9%
Asian persons, 2000	2.8%	1.7%
Hawaiian or Pacific Islander persons, 2000	0%	0%
Hispanic or Latino persons, 2000	4.0%	7.0%
High school graduates, percent of persons age 25+, 2000	94.9%	86.0%
Associate's degree, 2000	6.3%	5.8%
Bachelor's degree, 2000	31.7%	17.1%
Graduate or professional degree, 2000	16.0%	8.7%
Households, 2000	174,570	1,037,891
Median household money income, 1999	\$61,455	\$40,624
Local government employment - full-time equivalent, 1997*	15,868	118,302

\* This survey measures the number of government civilian employees and their gross payrolls for the month of March. These statistics represent the accumulation of the number of employees for all local governments in the state or county (counties, municipalities, townships, special districts, and school districts).

## Employee Demographics

Employee demographics provide an overall snapshot of the current workforce. Based on the demographics provided, the average County employee works full-time, is male, white, 42.09 years old, has 8.34 years of service with the County, and earns \$19.69/hour (\$40,959/year).

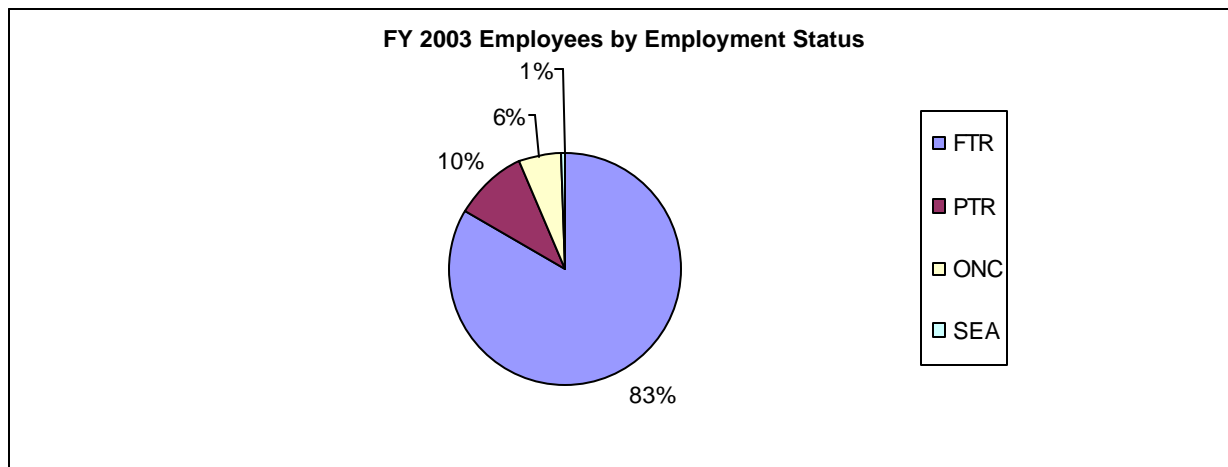
### Employees by Employment Status (1998 – 2003)

Four employment categories are defined by Johnson County Government, including full-time regular (FTR), part-time regular (PTR), on-call (ONC), and seasonal (SEA).

- **Full-Time Regular (FTR)** positions are benefits-eligible positions budgeted to work at least 40 hours per week.
- **Part-Time Regular (PTR)** positions include positions that may be eligible for prorated sick and vacation accrual; they are budgeted to work at least 20 hours and no more than 39 hours per week.
- **On-Call (ONC)** and **Seasonal (SEA)** positions are not benefits-eligible. They generally are budgeted to work at least 1 hour and no more than 19 hours per week.

Employment Status	1998	1999	2000	2001	2002	2003	+/- 1998 to 2003
FTR	2566	2634	2676	2799	2764	2813	9.63%
% of Workforce	82.16%	82.29%	82.31%	81.84%	82.21%	83.27%	1.36%
PTR	292	293	312	353	361	352	20.55%
% of Workforce	9.35%	9.15%	9.60%	10.32%	10.74%	10.42%	11.45%
ONC	237	253	239	226	199	191	-19.41%
% of Workforce	7.59%	7.90%	7.35%	6.61%	5.92%	5.65%	-25.50%
SEA	28	21	24	42	38	22	-21.43%
% of Workforce	0.90%	0.66%	0.74%	1.23%	1.13%	0.65%	-27.64%
Totals	3123	3201	3251	3420	3362	3378	8.17%*

\* Actual number of hours worked vary from the budgeted number of hours. Budgeted "Full Time Equivalent" (FTE) positions in 1998 was 3240.72 and in 2003 was 3526.10, thus budgeted FTE increased 8.80% from 1998 to 2003.<sup>7</sup>



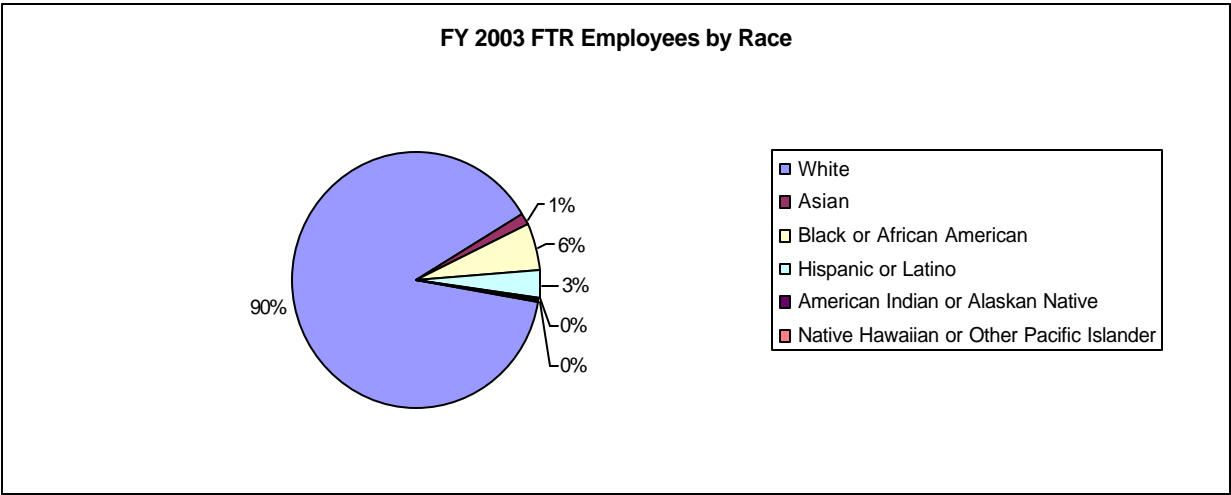
<sup>7</sup> The number of FTEs for FY 2000 was adjusted to include existing seasonal positions for Park and Recreation. The personnel costs for these existing positions have always been included in the annual budget; however, the positions were not included in the FTE count until the adjustment was made for FY 2000.

**Comments:**

- In 2003, HR began surveying new employees at New Employee Welcome regarding a variety of topics in an effort to better understand the characteristics and demographics of the County's new employees, as well as why new employees chose the County as their new place of employment. This data will be tracked again in 2004 in addition to data being collected in a new online Exit Interview Survey to identify trends that may be of assistance with regard to workforce planning. A summary of the 2003 results is located in Appendix C of this report.

### FY 2003 FTR Employees by Race

Race	# of Employees	% of Workforce	Johnson County, KS Demographics
White	2499	88.84%	91.1%
Asian	35	1.24%	2.8%
Black or African American	172	6.11%	2.6%
Hispanic or Latino	91	3.23%	4.0%
American Indian or Alaskan Native	5	0.18%	0.3%
Native Hawaiian or Other Pacific Islander	11	0.39%	0.0%
Totals	2813	100.00%	100.8% <sup>8</sup>



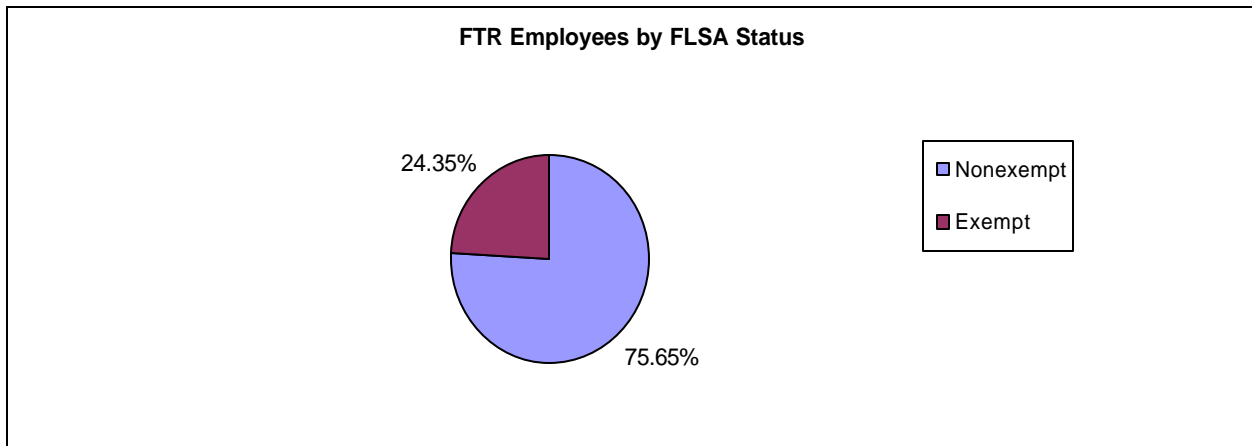
<sup>8</sup> US Census Bureau Internet site <http://quickfacts.census.gov/qfd/states>.  
 FY 2005 Workforce Planning Report

### FY 2003 FTR Employees by FLSA Status

All positions are classified in accordance with the Fair Labor Standards Act (FLSA) as *nonexempt* (i.e., not exempt from the provisions of the FLSA and therefore eligible for overtime) or *exempt* (i.e., exempt from the provisions of the FLSA and therefore not eligible for overtime).

The Department of Labor is expected to announce revisions to the Fair Labor Standards Act's administrative regulations in March 2004. The proposed changes are anticipated to include revised regulations that will more clearly define the "white collar" exemptions from the Fair Labor Standards Act and increase the salary threshold under which workers would automatically qualify for overtime to \$22,100, among other changes. HR is monitoring this issue, and will be prepared to implement any changes needed to ensure the County's compliance with the FLSA.

FLSA Status	# of Employees	% of Employees
Nonexempt	2128	75.65%
Exempt	685	24.35%
Totals	2813	100.00%



**Comments:**

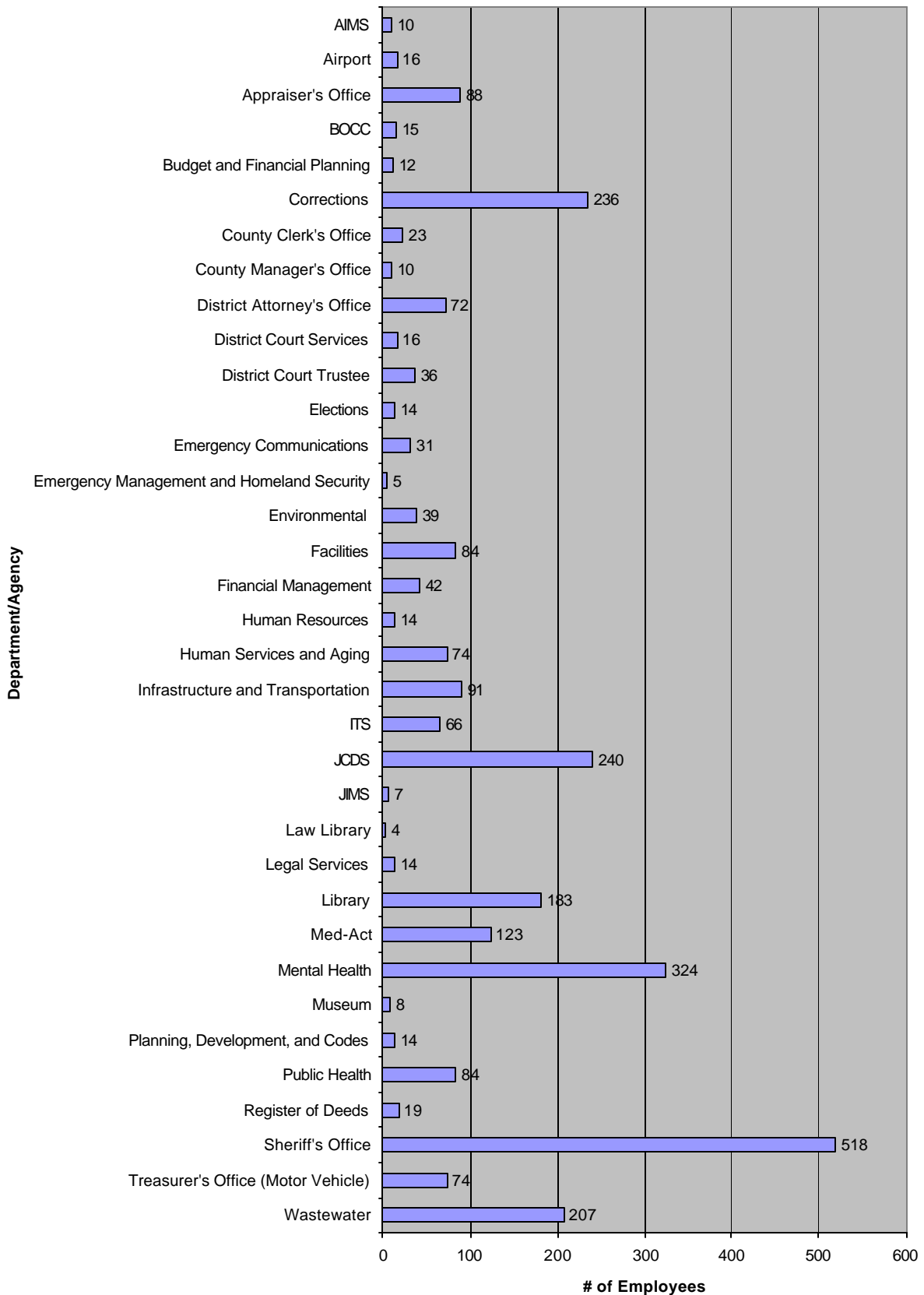
- This distribution reflects an appropriate organizational balance; in general, exempt positions should comprise a smaller percentage of the workforce since those positions represent an exception to certain provisions of the FLSA.

### FY 2003 FTR and PTR Employees by Department/Agency

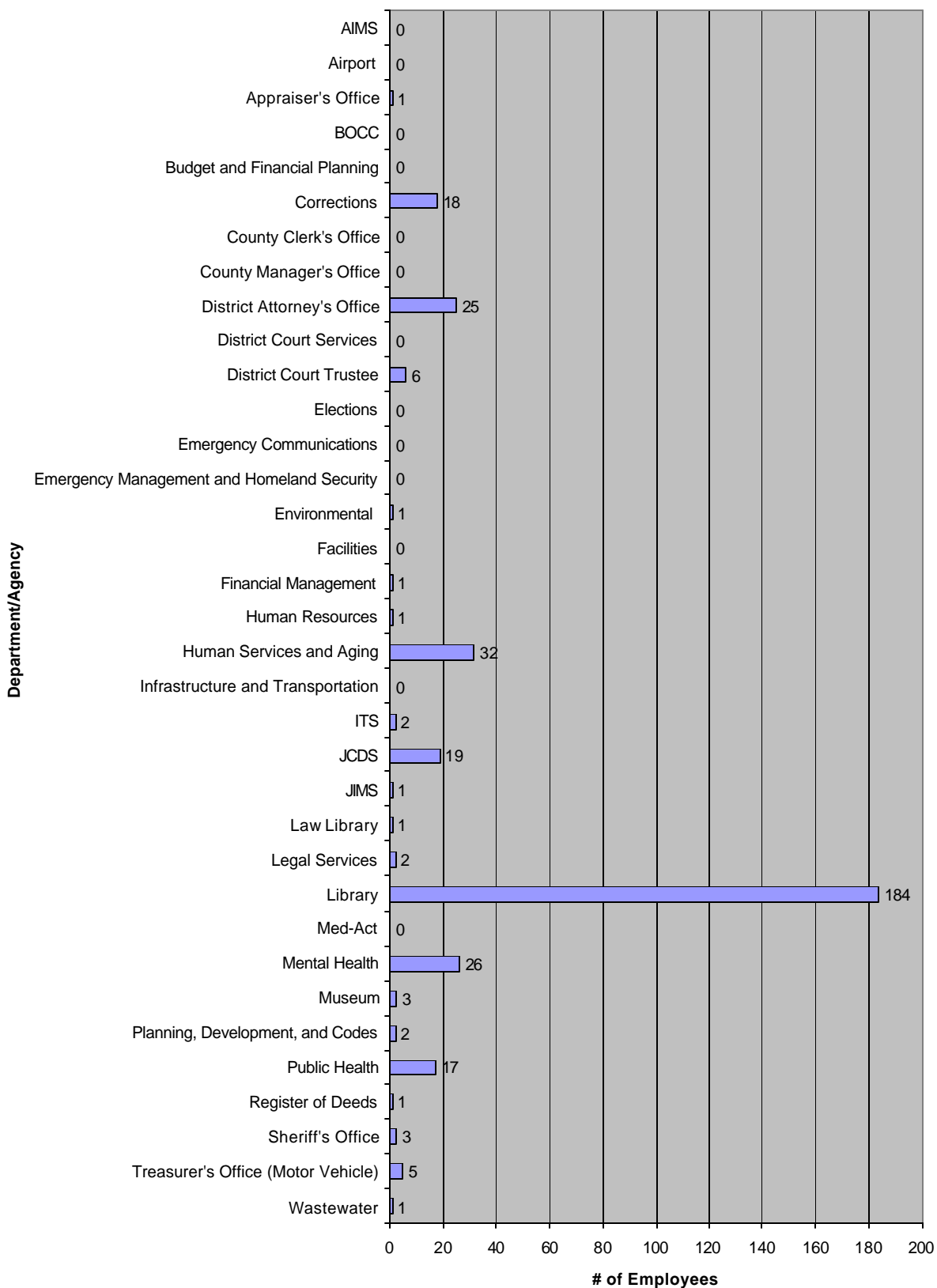
Park and Recreation positions are excluded, as Park & Recreation positions are not maintained in ASPIRE.

Department/Agency	FTR	Male FTR	Female FTR	PTR	Male PTR	Female PTR	# FTR and PTR Employees	% of Workforce
AIMS	10	8	2	0	0	0	10	0.32%
Airport	16	13	3	0	0	0	16	0.51%
Appraiser's Office	88	40	48	1	0	1	89	2.81%
BOCC	15	8	7	0	0	0	15	0.47%
Budget and Financial Planning	12	7	5	0	0	0	12	0.38%
Corrections	236	121	115	18	4	14	254	8.03%
County Clerk's Office	23	4	19	0	0	0	23	0.73%
County Manager's Office	10	5	5	0	0	0	10	0.32%
District Attorney's Office	72	25	47	25	6	19	97	3.06%
District Court Services	16	5	11	0	0	0	16	0.51%
District Court Trustee	36	3	33	6	2	4	42	1.33%
Elections	14	3	11	0	0	0	14	0.44%
Emergency Communications	31	15	16	0	0	0	31	0.98%
Emergency Management and Homeland Security	5	2	3	0	0	0	5	0.16%
Environmental	39	20	19	1	1	0	40	1.26%
Facilities	84	58	26	0	0	0	84	2.65%
Financial Management	42	15	27	1	0	1	43	1.36%
Human Resources	14	3	11	1	0	1	15	0.47%
Human Services and Aging	74	17	57	32	6	26	106	3.35%
Infrastructure and Transportation	91	75	16	0	0	0	91	2.88%
ITS	66	53	13	2	0	2	68	2.15%
JCDS	240	79	161	19	6	13	259	8.18%
JIMS	7	4	3	1	0	1	8	0.25%
Law Library	4	1	3	1	0	1	5	0.16%
Legal Services	14	6	8	2	0	2	16	0.51%
Library	183	56	127	184	37	147	367	11.60%
Med-Act	123	86	37	0	0	0	123	3.89%
Mental Health	324	88	236	26	11	15	350	11.06%
Museum	8	2	6	3	0	3	11	0.35%
Planning, Development, and Codes	14	6	8	2	1	1	16	0.51%
Public Health	84	6	78	17	0	17	101	3.19%
Register of Deeds	19	4	15	1	0	1	20	0.63%
Sheriff's Office	518	393	125	3	2	1	521	16.46%
Treasurer's Office (includes Motor Vehicle)	74	10	64	5	4	1	79	2.50%
Wastewater	207	176	31	1	0	1	208	6.57%
% Totals		50.37%	49.63%		22.73%	77.27%		100.00%
Totals	2813	1417	1396	352	80	272	3165	

### FTR by Department/Agency

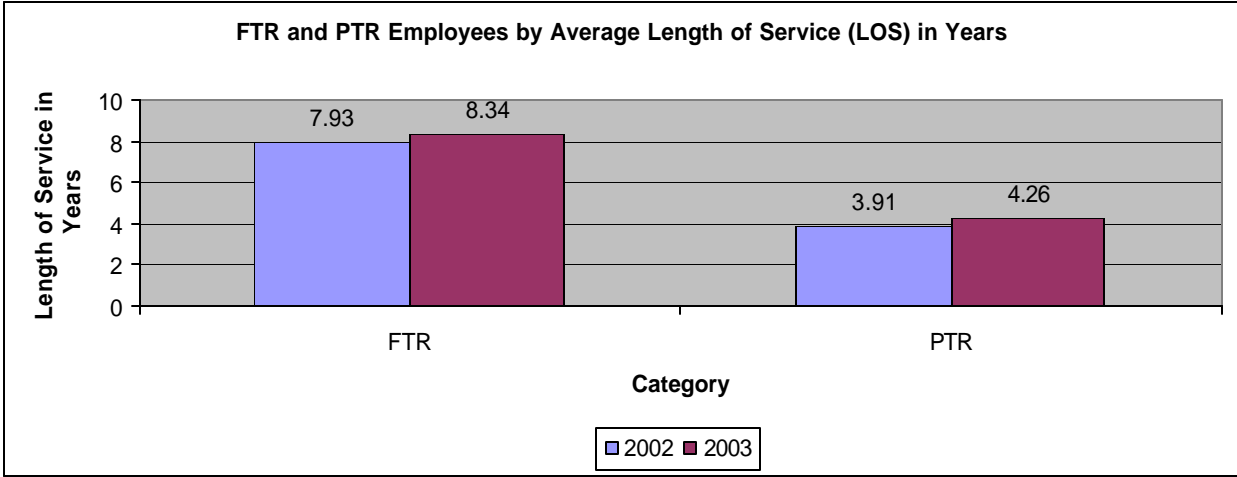


### PTR by Department/Agency



**FY 2003 FTR and PTR Employees by Average Length of Service (LOS) in Years**

Category	2002	2003	+/- 2002 to 2003
<b>FTR</b>	<b>7.93</b>	<b>8.34</b>	<b>5.17%</b>
Male	8.57	8.95	4.43%
Female	7.28	7.72	6.04%
<b>PTR</b>	<b>3.91</b>	<b>4.26</b>	<b>8.95%</b>
Male	3.17	3.85	21.45%
Female	4.16	4.37	5.05%



**Comments:**

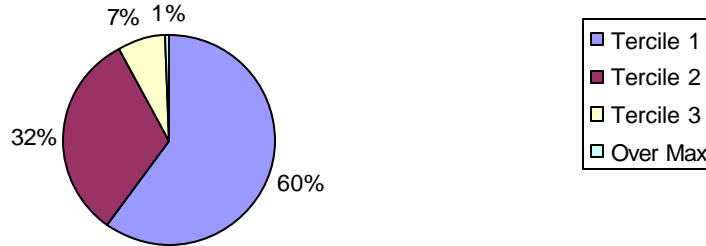
The average length of service for current employees is 8.34 years for full-time regular and 4.26 years for part-time regular employees. This is particularly noteworthy when contrasted to data on page 29 that indicates the average length of service for employees who voluntarily terminated their employment with the County is 3.19 years. If the County can develop strategies to retain employees beyond 3 years, it is likely those employees will stay with the organization nearly 3 times as long.

## Distribution of Employees by Grade and Tercile

The following table includes full-time regular, part-time regular, on-call, and seasonal employees as of January 18, 2004. The table excludes positions that have a different classification and compensation grade, including most Med-Act positions. A table that includes length of service and average pay rate is provided in Appendix E.

Grade		# Employees Total	Tercile 1	Tercile 2	Tercile 3	Over Max
10	Count	25	24	0	1	0
	Percentage		96.00%	0.00%	4.00%	0.00%
11	Count	91	81	10	0	0
	Percentage		89.01%	10.99%	0.00%	0.00%
12	Count	422	315	95	12	0
	Percentage		74.64%	22.51%	2.84%	0.00%
13	Count	648	512	118	17	1
	Percentage		79.01%	18.21%	2.62%	0.15%
14	Count	455	250	171	32	2
	Percentage		54.95%	37.58%	7.03%	0.44%
15	Count	460	142	240	73	5
	Percentage		30.87%	52.17%	15.87%	1.09%
16	Count	220	111	83	25	1
	Percentage		50.45%	37.73%	11.36%	0.45%
17	Count	191	99	76	14	2
	Percentage		51.83%	39.79%	7.33%	1.05%
18	Count	112	61	35	15	1
	Percentage		54.46%	31.25%	13.39%	0.89%
19	Count	91	41	42	7	1
	Percentage		45.05%	46.15%	7.69%	1.10%
20	Count	25	18	6	0	1
	Percentage		72.00%	24.00%	0.00%	4.00%
21	Count	15	3	9	3	0
	Percentage		20.00%	60.00%	20.00%	0.00%
22	Count	3	0	2	1	
	Percentage		0.00%	66.67%	33.33%	0.00%
23	Count	12	1	2	6	3
	Percentage		8.33%	16.67%	50.00%	25.00%
24	Count	0	0	0	0	0
	Percentage		0.00%	0.00%	0.00%	0.00%
25	Count	1	1	0	0	0
	Percentage		100.00%	0.00%	0.00%	0.00%
26	Count	2	1	1	0	0
	Percentage		50.00%	50.00%	0.00%	0.00%
27	Count	0	0	0	0	0
	Percentage		0.00%	0.00%	0.00%	0.00%
28	Count	1	1	0	0	0
	Percentage		100.00%	0.00%	0.00%	0.00%
Total	Count	2774	1661	890	206	17
	Percentage		59.88%	32.08%	7.43%	0.61%

### All Employees by Tercile (FTR, PTR, ONC, SEA)



#### **Comments:**

The Terciles are defined as follows:

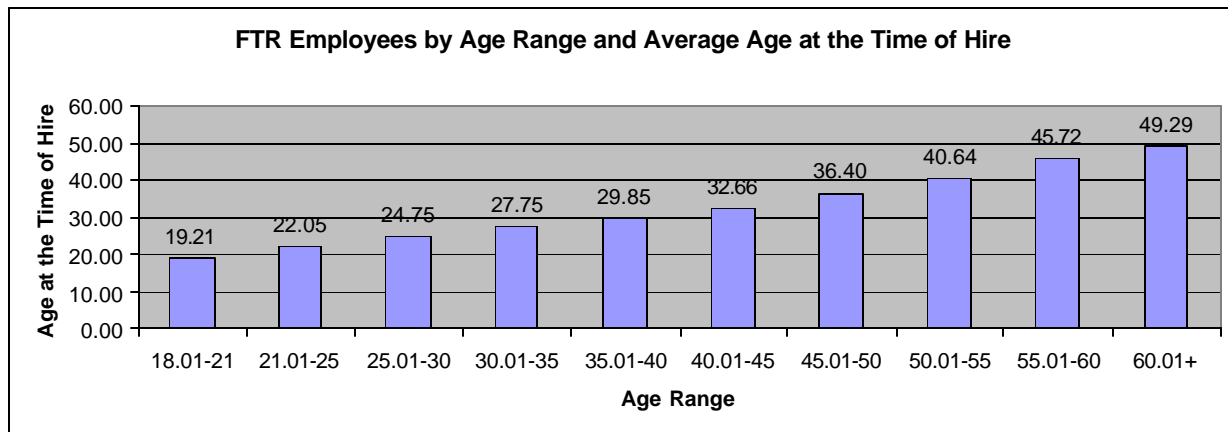
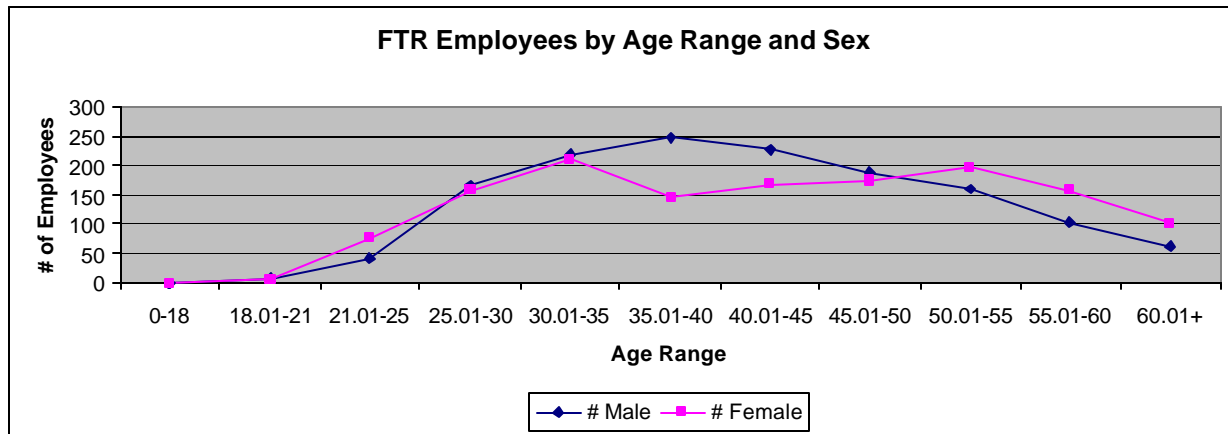
- **Developing:** This Tercile is appropriate for employees who are new to the career field and/or may be in the process of expanding or refining their skill sets within their positions or career fields.
- **Experienced:** This Tercile is appropriate for employees who have accumulated knowledge or skills related to their positions or career fields. They are fully functional, high performing employees.
- **Career:** This Tercile is appropriate for significantly experienced employees who have accomplished a general course or progression of work and professional achievements that represent accumulated commitment in an occupation. They are fully functional, consistently high performing employees.

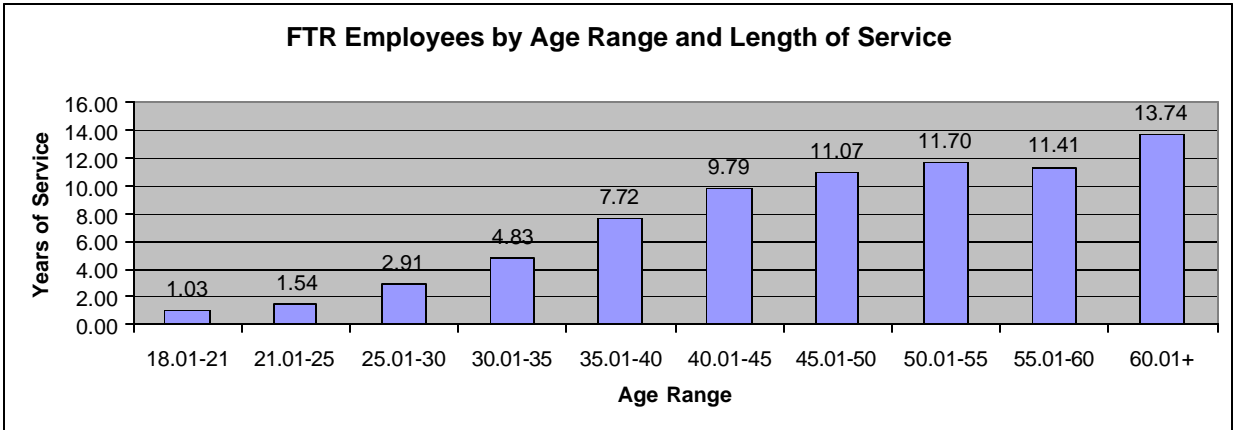
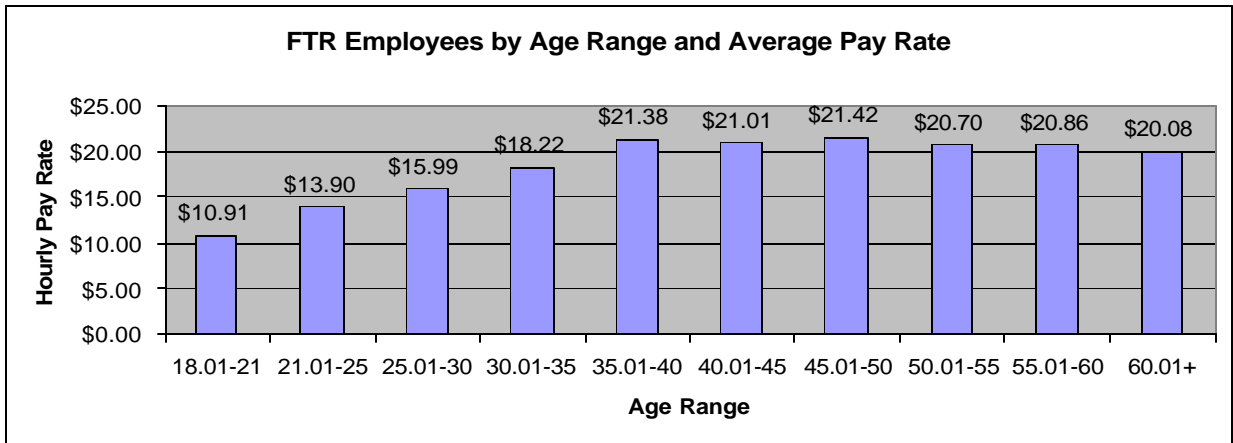
Current market conditions may also cause an employee to be placed at a specific point within the range – regardless of how the Tercile is described. For example, if the County was hiring a nurse and the market for this position required the County to pay at a rate above the Tercile 1 range – regardless of the level of skill of the nurse hired – then the County might need to hire the nurse within Tercile 2 or 3 in order to compete with other employers. Conversely, if the market was saturated with nurses, the County might be able to hire a skilled nurse in Tercile 1. Thus, some positions may be appropriately paid in any of the Terciles based on fluctuating market conditions.

### FY 2003 FTR Employees by Age Range

In 2002, the average age of County employees at the time of hire was 33.59 years old. In 2003, the average remained almost unchanged at 33.76 years old at the time of hire. The average age of FTR employees at the County was 42.09 years old as of December 31, 2003.

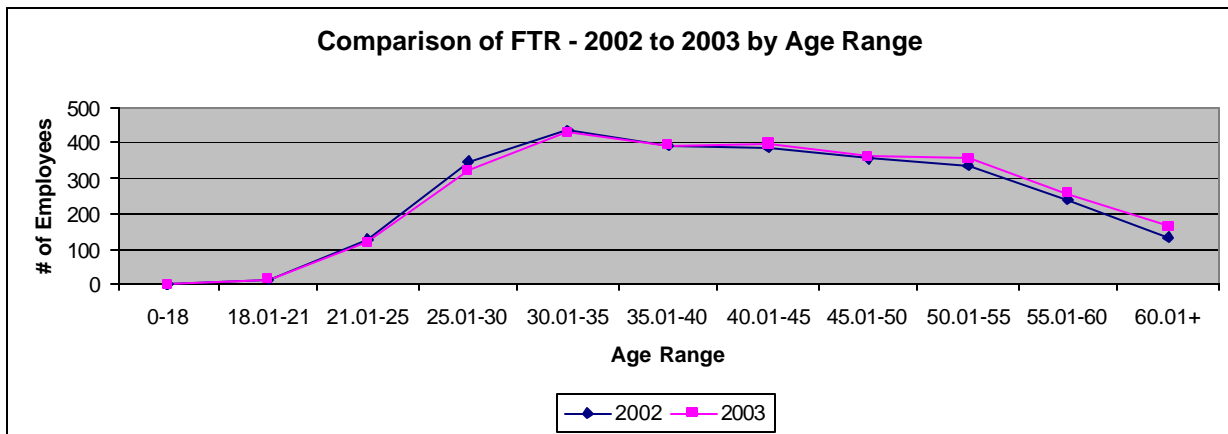
Age Range	2003	% of Workforce in 2003	# Male	% of Workforce in 2003	# Female	% of Workforce in 2003	Average Age at Time of Hire	Average Pay Rate	Average LOS
0-18	0	0.00%	0	0.00%	0	0.00%	n/a	n/a	n/a
18.01-21	14	0.50%	9	0.32%	5	0.18%	19.21	\$10.91	1.03
21.01-25	117	4.16%	41	1.46%	76	2.70%	22.05	\$13.90	1.54
25.01-30	321	11.41%	165	5.87%	156	5.55%	24.75	\$15.99	2.91
30.01-35	431	15.32%	220	7.82%	211	7.50%	27.75	\$18.22	4.83
35.01-40	394	14.01%	247	8.78%	147	5.23%	29.85	\$21.38	7.72
40.01-45	397	14.11%	228	8.11%	169	6.01%	32.66	\$21.01	9.79
45.01-50	362	12.87%	187	6.65%	175	6.22%	36.40	\$21.42	11.07
50.01-55	355	12.62%	159	5.65%	196	6.97%	40.64	\$20.70	11.70
55.01-60	259	9.21%	103	3.66%	156	5.55%	45.72	\$20.86	11.41
60.01+	163	5.79%	61	2.17%	102	3.63%	49.29	\$20.08	13.74
Totals	2813	100.00%	1420	50.48%	1393	49.52%			





**Comparison of FY 2002 and FY 2003 FTR Employees by Age Range**

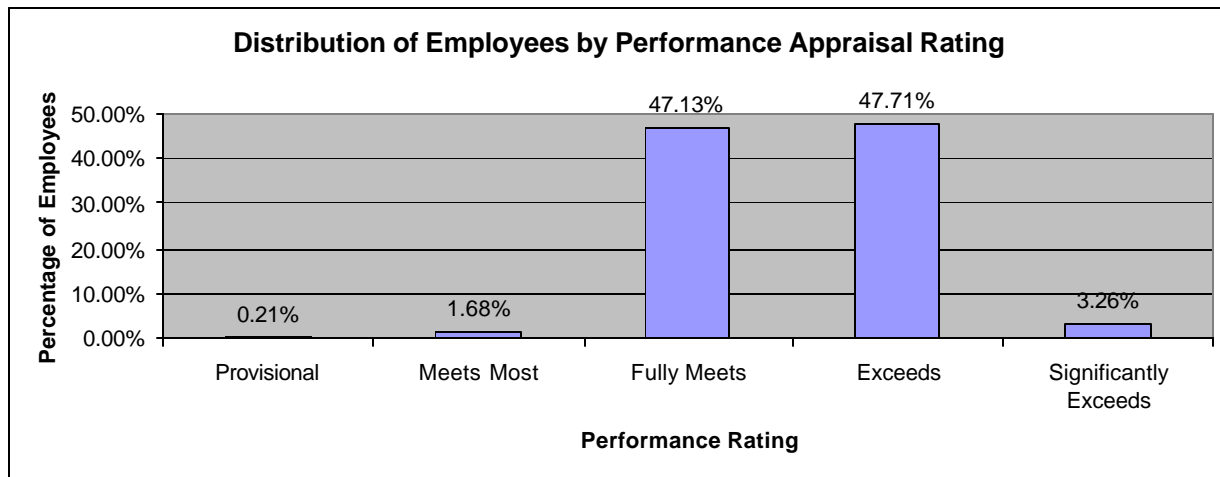
<b>Age Range</b>	<b># of Employees in 2002</b>	<b># of Employees in 2003</b>	<b>+/- 2002 to 2003</b>
0-18	0	0	0.00%
18.01-21	12	14	16.67%
21.01-25	126	117	-7.14%
25.01-30	345	321	-6.96%
30.01-35	435	431	-0.92%
35.01-40	394	394	0.00%
40.01-45	387	397	2.58%
45.01-50	353	362	2.55%
50.01-55	338	355	5.03%
55.01-60	240	259	7.92%
60.01+	131	163	24.43%
<b>Totals</b>	<b>2761</b>	<b>2813</b>	<b>1.88%</b>



### Distribution of Employees by Performance Appraisal Rating

The following table includes all employees (i.e., full-time regular, part-time regular, or on-call) who received a performance appraisal in 2003.

Performance Rating	# of Employees	Percentage
Significantly Exceeds	91	3.26%
Exceeds	1332	47.71%
Fully Meets	1316	47.13%
Meets Most	47	1.68%
Provisional	6	0.21%
Total	2792	100.00%



**Comments:**

- The 2003 Merit Pay Rate Increase Guidelines were as follows:

Performance Appraisal Rating	Annual Merit Pay Rate Increase Percentage Range
Significantly Exceeds Expectations (SE) and Exceeds Expectations (EE) <sup>9</sup>	3.00-4.00%
Fully Meets Expectations (FM)	1.00-2.00%
Meets Most Expectations (MM)	0%
Does Not Meet Expectations (DNM)	0%

- In 2003, average merit pay rate increase was 2.65%.

<sup>9</sup> Throughout the organization, a variety of performance appraisal forms are used which have different rating scales; some use “significantly exceeds expectations” while others use “exceeds expectations” as the highest rating. For this reason, the top two categories are combined.

## Turnover

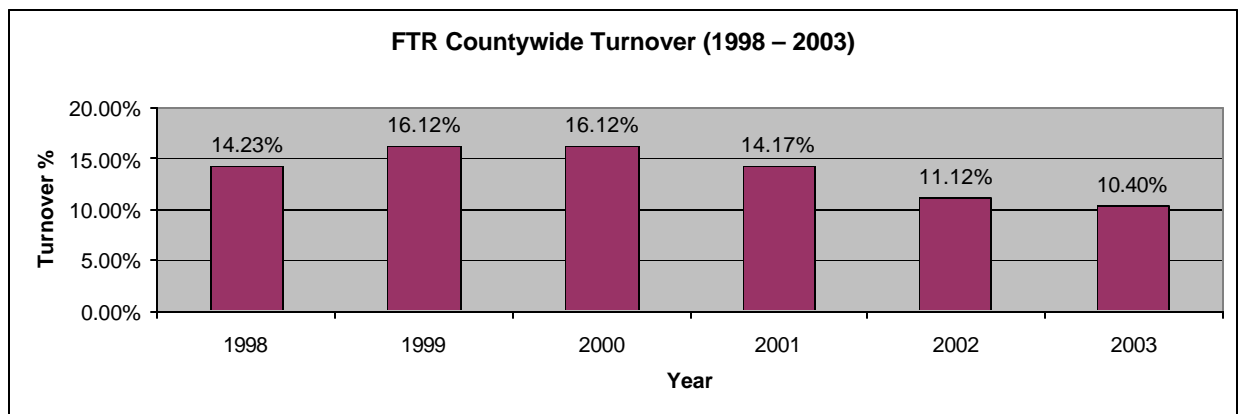
Turnover is the ratio of the number of terminations of employment to the average number of employed workers for a one year period of time. Turnover is calculated as follows:

$$\frac{\text{Total \# of Terminations}}{(\text{Begin Count} + \text{End Count})/2} \times 100 = x\% \text{ turnover} \quad ? \text{ Average \# of employees}$$

Terminations of employment may be voluntary, involuntary, for medical reasons, due to death, or due to a reduction in force. Voluntary terminations of employment include terminations of employment due to resignation of employment or transfer to another position within the County. Involuntary terminations of employment include terminations of employment related to personal conduct or unsatisfactory work performance. Some positions may experience more than one termination of employment during the reporting period.

### FTR Countywide Turnover (1998 – 2003)

Year	Starting # Employees	Ending # Employees	# Terminations of Employment	Turnover %	+/- Previous Year
2003	2762	2813	290	10.40%	-6.47%
2002	2722	2745	304	11.12%	-21.52%
2001	2676	2799	388	14.17%	-12.10%
2000	2634	2676	428	16.12%	0.00%
1999	2566	2634	419	16.12%	+13.28%
1998	2381	2566	352	14.23%	+6.75%



#### Comments:

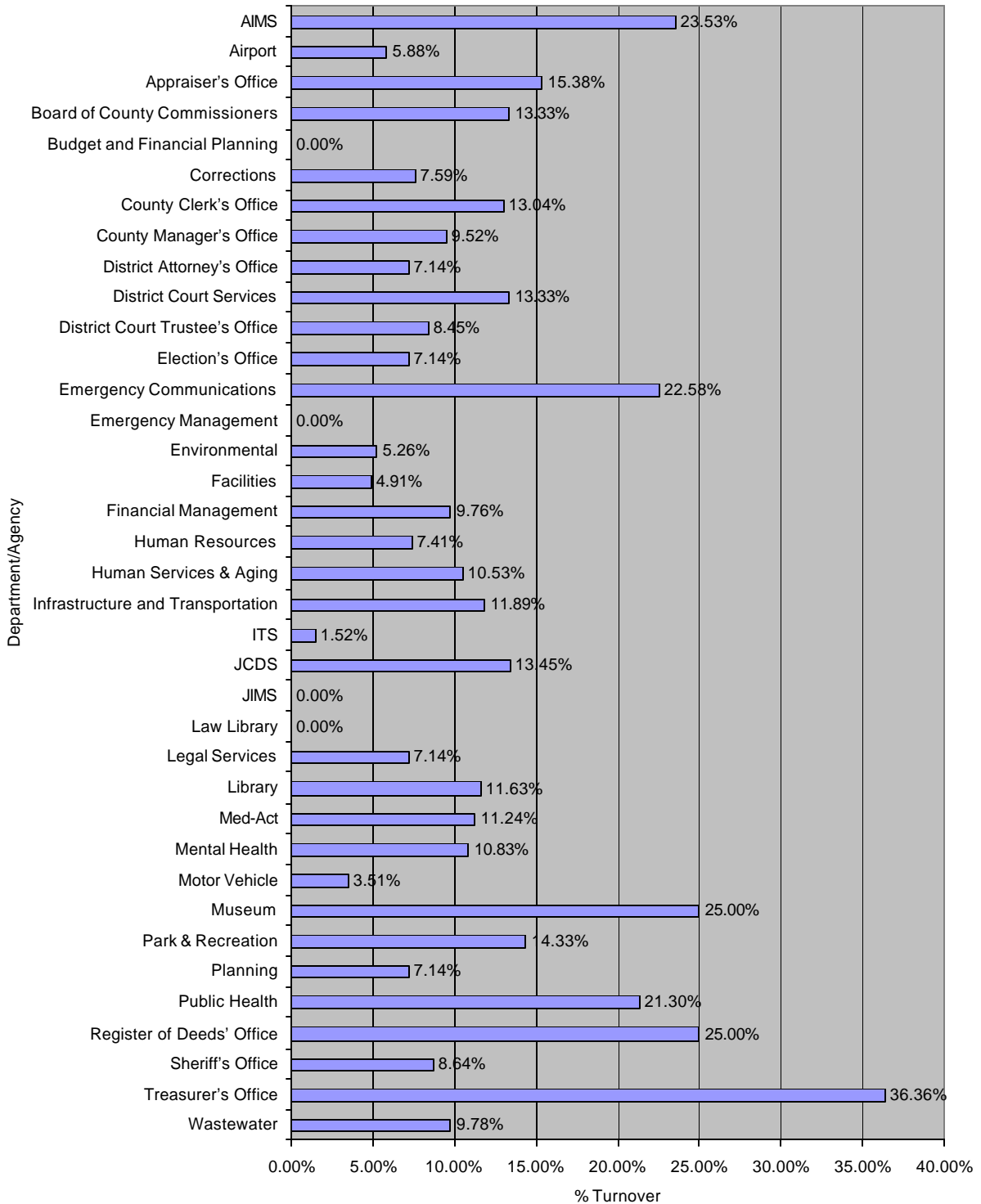
- The cost of turnover may be estimated at 1.5 times the annual salary of the replaced employee, according to Saratoga Institute. Using this formula, the estimated 2003 organizational cost of turnover was \$14,024,400. (The cost is calculated by multiplying the average pay rate of employees terminated during FY 2003 of \$15.50/hour x 2080 x 1.5 x 290 employees terminated in 2003.)
- **Direct costs** associated with turnover include advertising, interviewing, and overtime for employees who take on the departing workers' tasks. They also include the cost of lost opportunities resulting from an organization's inability to work at capacity. Costs may also be associated with lost productivity resulting from new hires tackling learning curves. **Indirect costs** include factors the organization cannot easily quantify, but that clearly have negative impacts on organizational productivity and capabilities, e.g., loss of organizational knowledge and reduced staff size and effectiveness. As management resources are diverted from strategic initiatives to selecting and training new staff, the organization's focus becomes more operational and reactive instead of strategic and proactive.<sup>10</sup>

<sup>10</sup> "Employee Turnover: The Costs are Staggering," David Essex, IT World.com, September 2000.  
 FY 2005 Workforce Planning Report

**FY 2003 FTR Department/Agency Turnover**

<b>Department/Agency</b>	<b>Starting # Employees</b>	<b>Ending # Employees</b>	<b>2003 Terms</b>	<b>Turnover %</b>
AIMS	7	10	2	23.53%
Airport	18	16	1	5.88%
Appraiser's Office	94	88	14	15.38%
Board of County Commissioners	15	15	2	13.33%
Budget and Financial Planning	11	12	0	0.00%
Corrections	237	237	18	7.59%
County Clerk's Office	23	23	3	13.04%
County Manager's Office	11	10	1	9.52%
District Attorney's Office	68	72	5	7.14%
District Court Services	14	16	2	13.33%
District Court Trustee's Office	35	36	3	8.45%
Election's Office	14	14	1	7.14%
Emergency Communications	31	31	7	22.58%
Emergency Management	5	5	0	0.00%
Environmental	37	39	2	5.26%
Facilities	79	84	4	4.91%
Financial Management	40	42	4	9.76%
Human Resources	13	14	1	7.41%
Human Services & Aging	78	74	8	10.53%
Infrastructure and Transportation	94	91	11	11.89%
ITS	66	66	1	1.52%
JCDS	236	240	32	13.45%
JIMS	7	7	0	0.00%
Law Library	3	4	0	0.00%
Legal Services	14	14	1	7.14%
Library	178	183	21	11.63%
Med-Act	126	123	14	11.24%
Mental Health	305	323	34	10.83%
Motor Vehicle	57	57	2	3.51%
Museum	8	8	2	25.00%
Park & Recreation	167	168	24	14.33%
Planning	14	14	1	7.14%
Public Health	85	84	18	21.30%
Register of Deeds' Office	21	19	5	25.00%
Sheriff's Office	500	518	44	8.64%
Treasurer's Office	16	17	6	36.36%
Wastewater	202	207	20	9.78%
<b>Totals</b>	<b>2762</b>	<b>2981</b>	<b>314</b>	

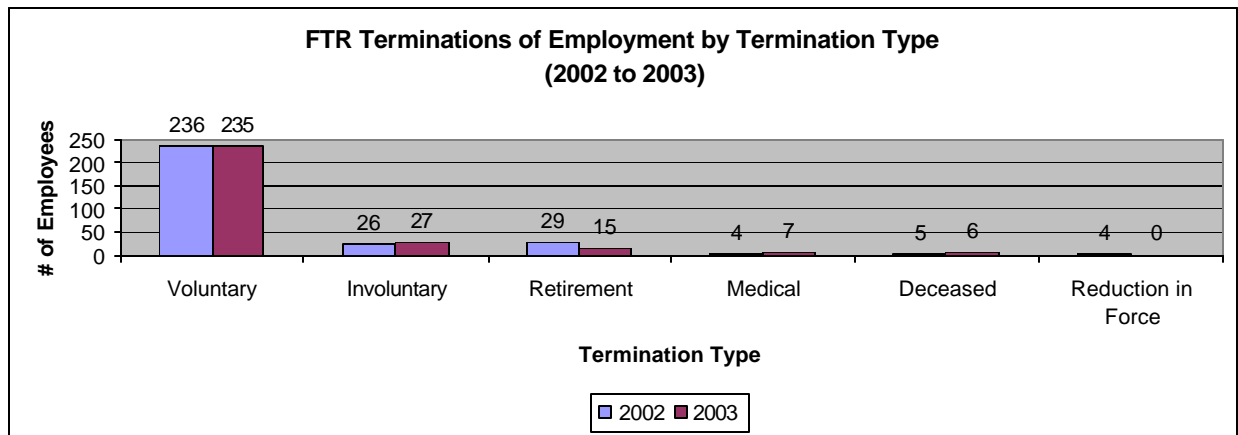
### 2003 FTR Department/Agency Turnover



## Terminations of Employment

### FTR Terminations of Employment by Termination Type (1998 – 2003)

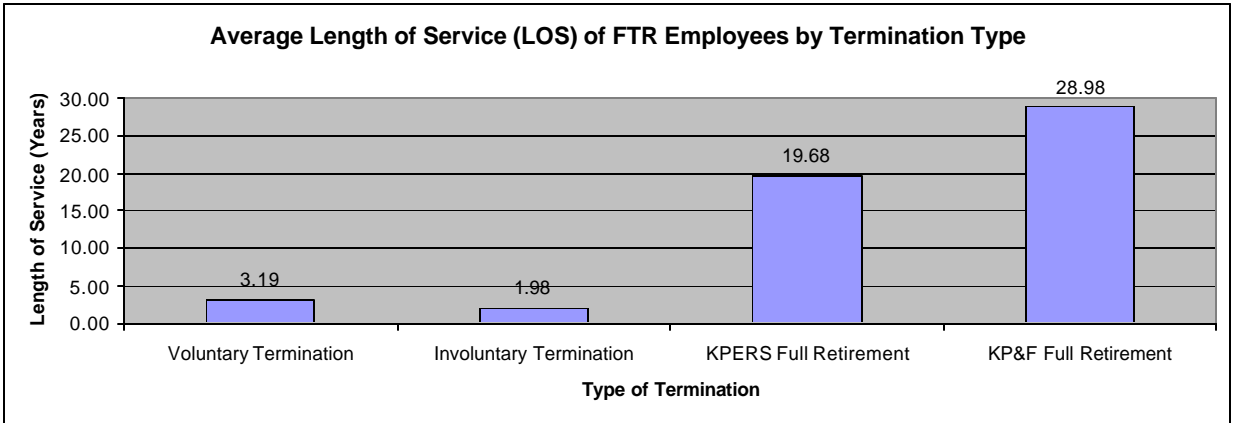
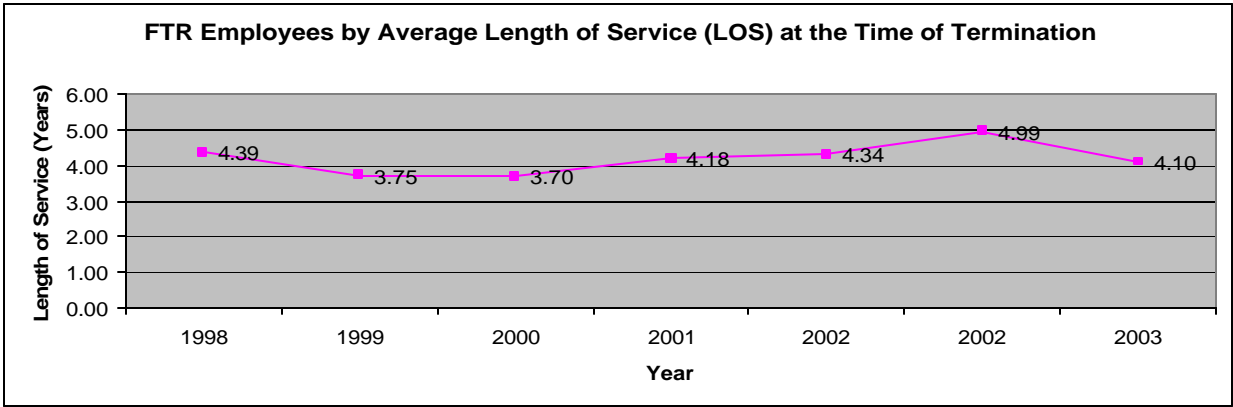
Termination Type	1998	1999	2000	2001	2002	2003
Voluntary	274	341	345	297	236	235
Involuntary	43	47	53	53	26	27
Retirement	22	22	24	23	29	15
Medical	5	4	4	8	4	7
Deceased	2	1	2	6	5	6
Reduction in Force	6	4	0	1	4	0
Totals	352	419	428	388	304	290



### FTR Employees by Average Length of Service (LOS) at the Time of Termination

In 2003, the average length of service was 3.19 years for employees who voluntarily terminated employment, 1.98 years for employees who involuntarily terminated employment, 19.68 years for employees who retired with a full KPERs retirement, and 28.98 years for employees who retired with a full KP&F retirement. The average age of employees who retired with full KPERs retirement was 64.83 and with full KP&F retirement was 50.06 years old.

Date	Average Length of Service (LOS) in Years
2003	4.10
2002	4.34
2002	4.99
2001	4.18
2000	3.70
1999	3.75
1998	4.39



## Retirement-Related Demographics

Retirement-related demographics provide a snapshot of retirees, such as the number of retirees, their average age, their average length of service, and their average length of service past the day they became eligible for full retirement. This information can be used to project future retirements and to determine the validity of succession plans.

### Retirement Criteria

Johnson County Government employees participate in either the Kansas Public Employers Retirement System (KPERS) or the Kansas Police and Fire Retirement System (KP&F), depending on the type of position they hold while employed with the County. Employees in safety-related positions, including Emergency Communication Center Controllers, Sheriff’s Office public safety-related positions, and select positions in Med-Act participate in KP&F. All other County employees participate in KPERS.

Retirement criteria are as follows for each of the plans:

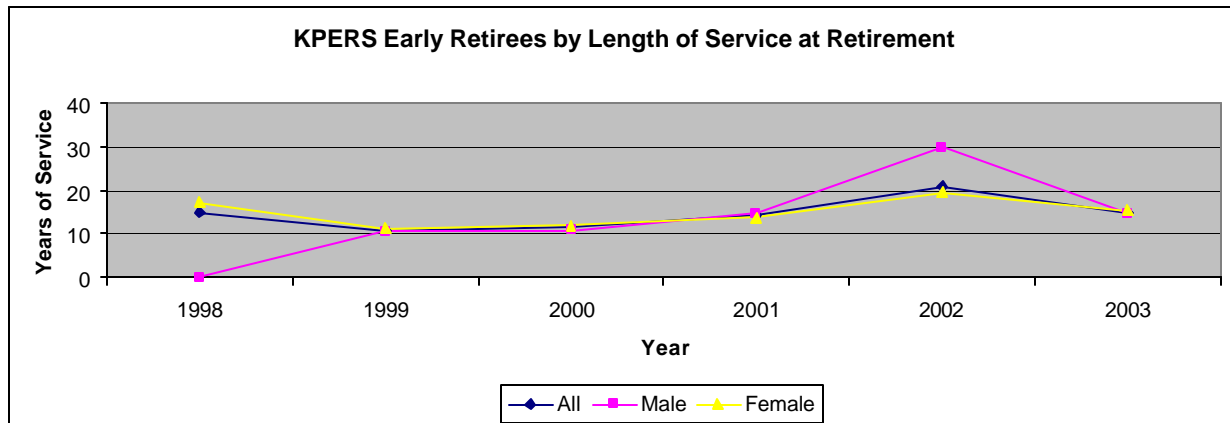
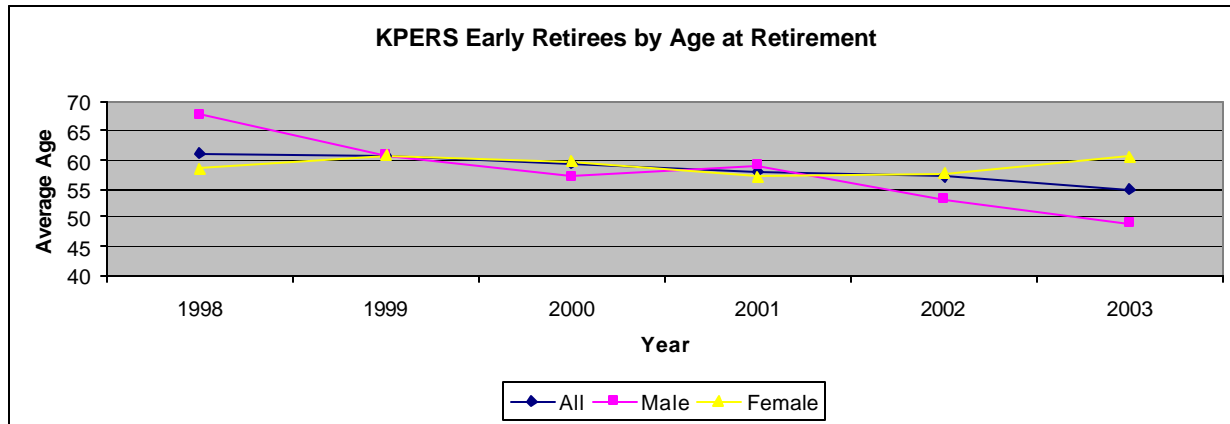
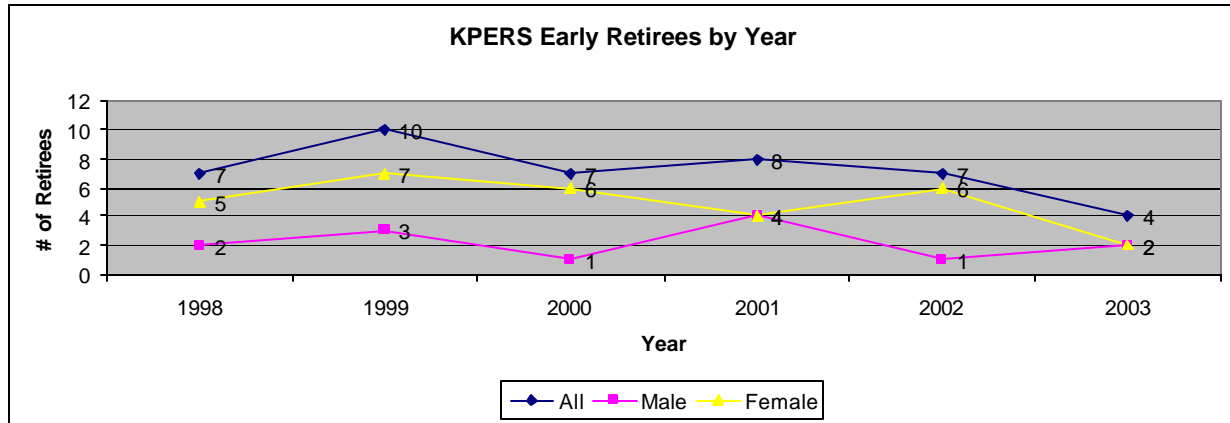
KPERS		KP&F	
Early	Full	Early	Full
Age 55 + 10 years of service	<ul style="list-style-type: none"> <li>• Age 62 + 10 years of service</li> <li>• Age 65 + 1 year of service</li> <li>• 85 points (age + length of service = 85)</li> </ul>	Age 50 + 20 years of service	<ul style="list-style-type: none"> <li>• Age 50 + 25 years of service</li> <li>• Age 55 + 20 years of service</li> <li>• Age 60 + 15 years of service</li> </ul>

For the purpose of calculating years of service, the years of service must be “**credited.**” Employees do not contribute to KPERS during their first year of employment, so the first year of service is not credited unless the employee buys that year back. To calculate the early retirement demographics, an assumption is made that the employee **did not** buy back the first year of service and/or **did not** have any years of credited service from previous employment.

## Early Retirement

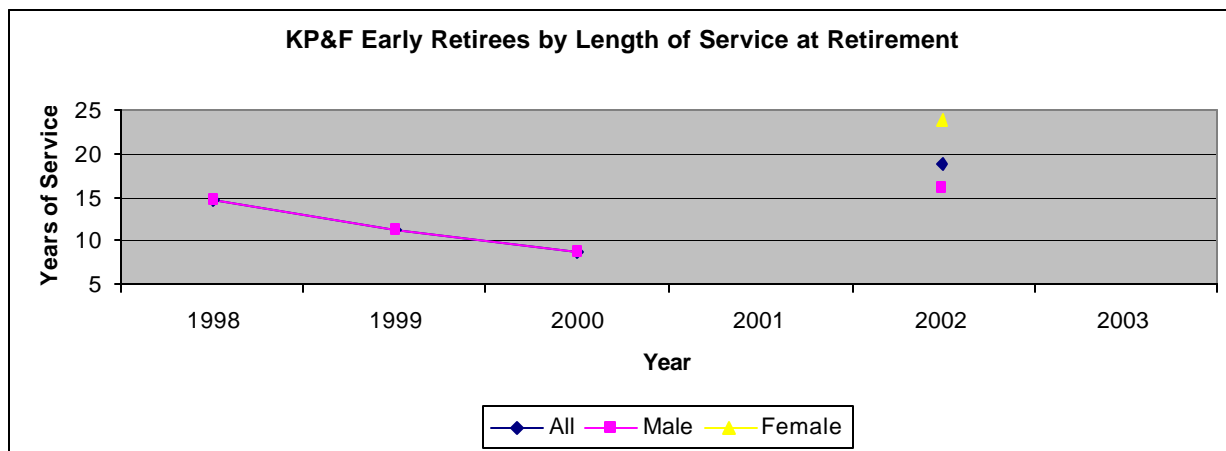
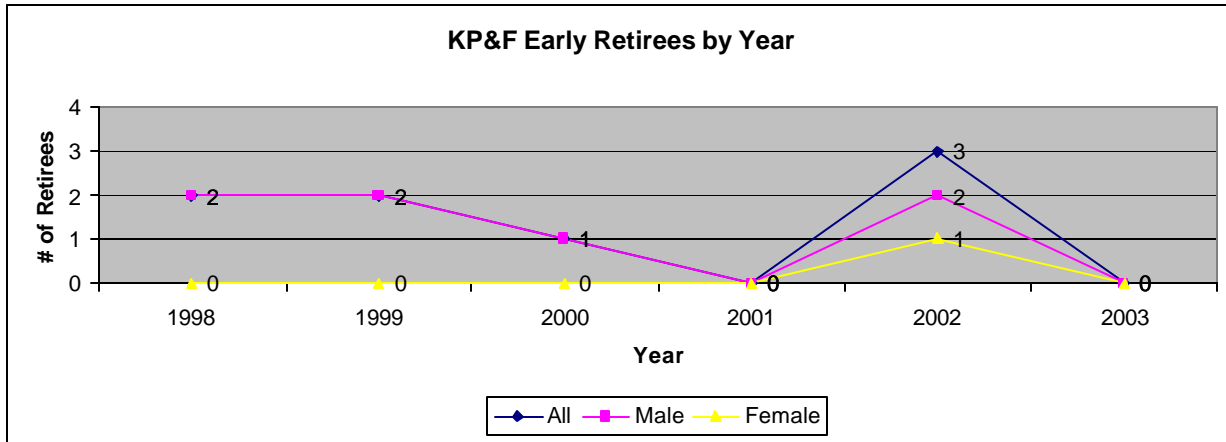
### KPERS Early Retirements by Year

Year	All Early Retirements			Males			Females		
	KPERS	Average Age	Average LOS	#	Average Age	Average LOS	#	Average Age	Average LOS
2003	4	54.81	15.00	2	49.07	14.73	2	60.54	15.26
2002	7	57.08	20.79	1	53.29	29.96	6	57.71	19.26
2001	8	58.05	14.09	4	59.13	14.48	4	56.98	13.70
2000	7	59.32	11.71	1	57.00	10.75	6	59.70	11.87
1999	10	60.69	10.89	3	60.77	10.45	7	60.66	11.08
1998	7	61.06	15.13	2	67.63	9.95	5	58.44	17.20



### KP&F Early Retirements by Year

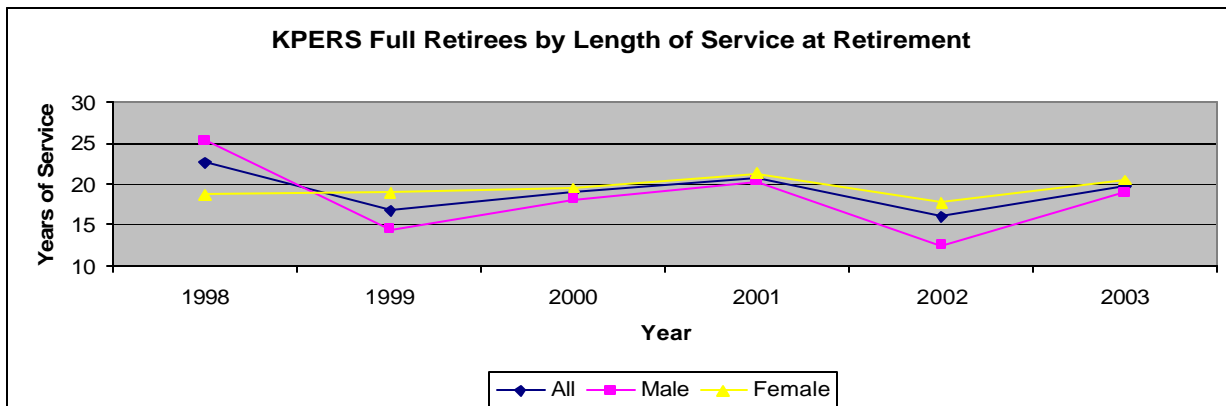
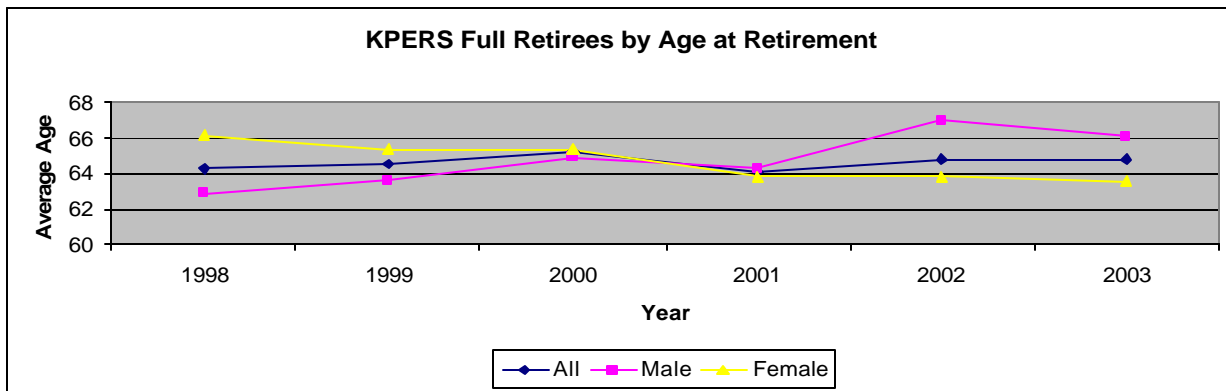
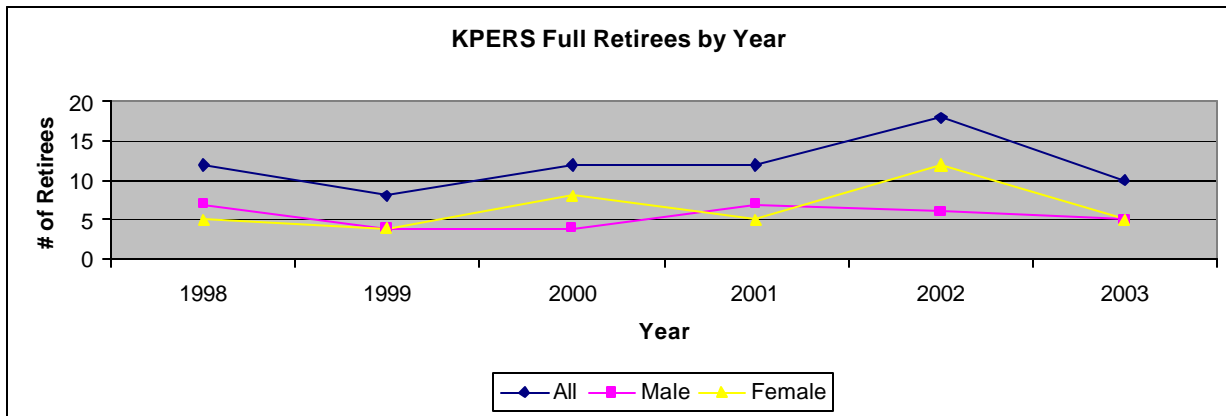
Year	Retired Employees								
	All Early Retirements			Male			Female		
	KP&F	Ave Age	Ave LOS	#	Ave Age	Ave LOS	#	Ave Age	Ave LOS
2003	0								
2002	3	52.52	18.74	2	53.35	16.11	1	50.87	24.01
2001	0								
2000	1	56.81	8.71	1	56.81	8.71	0		
1999	2	45.34	11.39	2	45.34	11.39	0		
1998	2	56.94	14.60	2	56.94	14.60	0		



**Full Retirement**

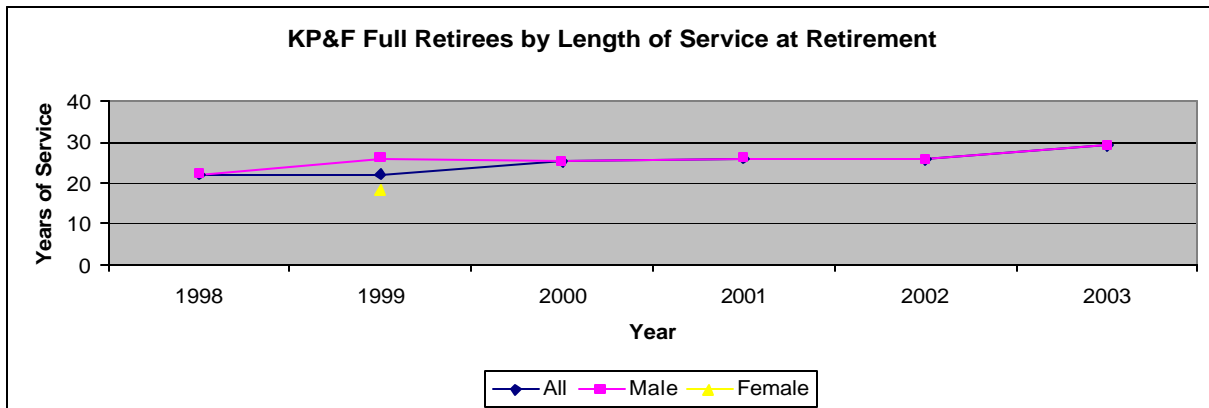
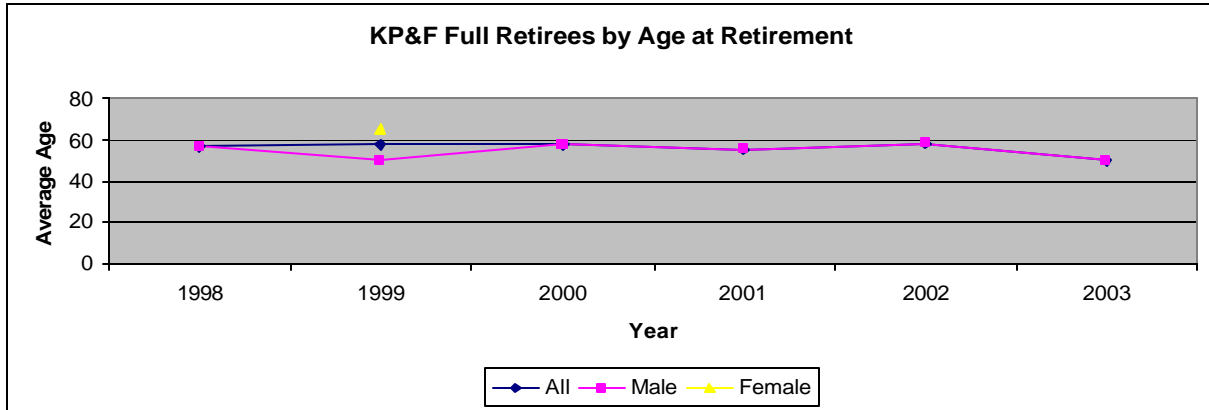
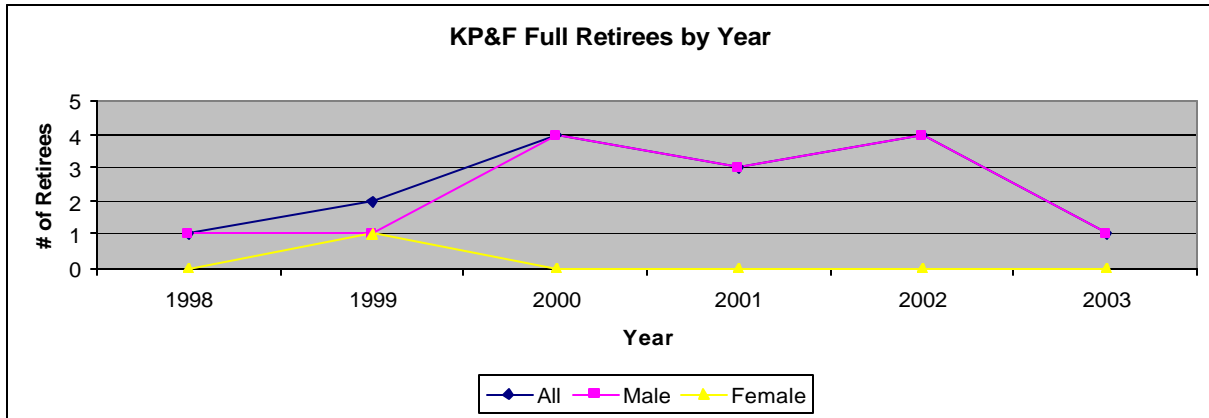
**KPERS Full Retirements by Year**

Year	Retired Employees								
	All Full Retirements			Male			Female		
	KPERS	Ave Age	Ave LOS	#	Ave Age	Ave LOS	#	Ave Age	Ave LOS
2003	10	64.83	19.68	5	66.07	18.92	5	63.59	20.43
2002	18	64.85	16.00	6	66.96	12.59	12	63.79	17.70
2001	12	64.06	20.62	7	64.25	20.23	5	63.80	21.18
2000	12	65.20	19.00	4	64.88	18.13	8	65.36	19.43
1999	8	64.53	16.72	4	63.68	14.44	4	65.38	19.00
1998	12	64.28	22.59	7	62.89	25.39	5	66.22	18.67



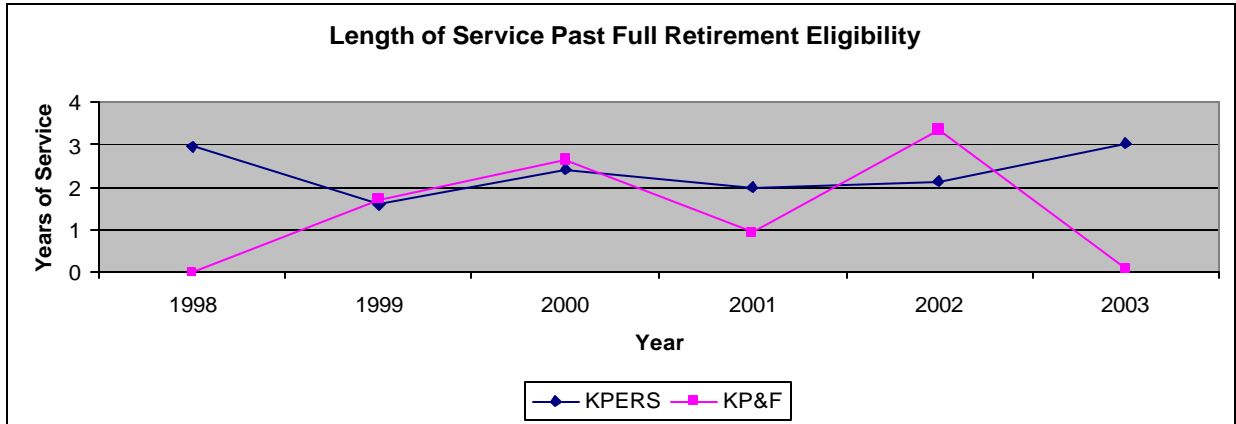
### KP&F Full Retirements by Year

Year	Retired Employees								
	All Full Retirements			Male			Female		
	KP&F	Ave Age	Ave LOS	#	Ave Age	Ave LOS	#	Ave Age	Ave LOS
2003	1	50.06	28.98	1	50.06	28.98	0		
2002	4	58.33	25.59	4	58.33	25.59	0		
2001	3	55.12	26.19	3	55.12	26.19	0		
2000	4	57.73	25.11	4	57.73	25.11	0		
1999	2	57.54	22.22	1	50.06	26.12	1	65.01	18.32
1998	1	56.64	22.00	1	56.64	22.00	0		



### Full Retirees - Length of Service (LOS) Past Full Retirement Eligibility

Year	# KPERS Full Retirees	LOS Past Full KPERS Eligibility	# KP&F Full Retirees	LOS Past Full KP&F Eligibility
2003	10	3.01	1	0.06
2002	18	2.15	4	3.33
2001	12	1.97	3	0.92
2000	12	2.41	4	2.63
1999	8	1.59	2	1.69
1998	12	2.96	1	0



**Comments:**

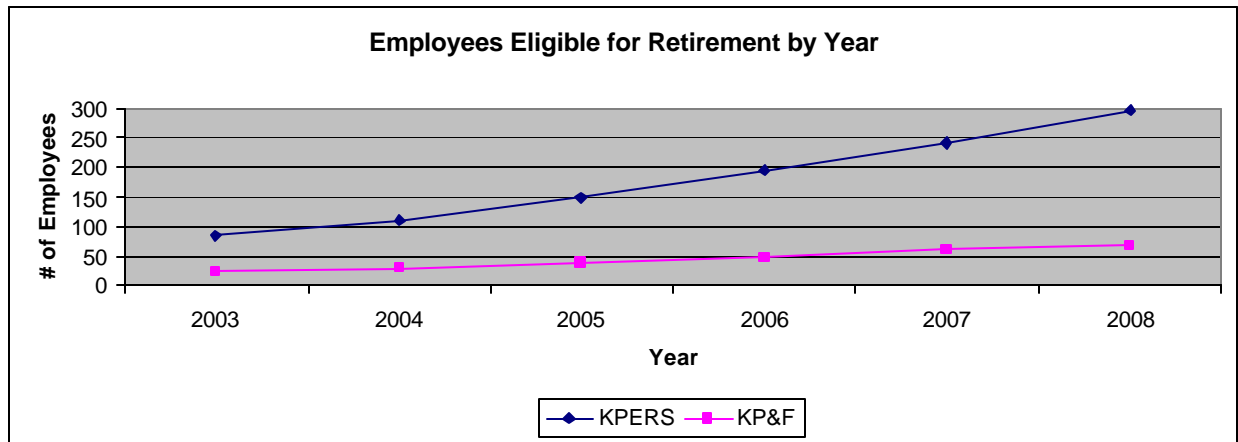
- Based on an the average length of service past full retirement eligibility for the past 6 years, the average KPERS eligible employee will remain with the County approximately 2.35 years past the day s/he becomes eligible for full retirement benefits; the average KP&F eligible employee will remain with the County approximately 1.44 years past the day s/he becomes eligible for full retirement benefits.

## Retirement Eligibility

### FTR Employees Eligible for Full Retirement (2003 – 2008)

Estimates are made based on length of service and age as of 12/31 of the year.

Date	KPERS	KP&F
2003	85	22
2004	110	30
2005	149	37
2006	195	47
2007	243	61
2008	297	66



#### **Comments:**

- In 2003, only 10 (9.71%) of approximately 103 employees eligible for full KPERS retirement actually retired. Only 1 (3.13%) of approximately 32 employees eligible for full KP&F retirement actually retired.
- Retirement projections are useful in succession planning, an ongoing process of systematically identifying, assessing, and developing talent to ensure the leadership continuity for all key positions in the organization. To implement succession planning, a department/agency determines a career ladder for current, high performing employees to prepare them for key positions. Supervisors ensure these employees are ready for promotional opportunities by providing them with education and training opportunities to ensure they gain the knowledge, skills, and abilities needed to be successful in higher-level positions. Such planning provides incentive for top performers to remain with the County. At the same time, the County benefits by retaining the investment in employees, including the investment in their knowledge, skills, abilities, and experience, particularly their organizational knowledge.
- If the number of employees remains unchanged through 2008 at 2,813, and an average of 15 people retire each year for the next 5 years (i.e., 75 retirements), then 10.24% of the workforce will be eligible to retire in 2008, i.e., approximately 288 people. If approximately 288 people retire in 2008, the number of terminations of employment for reasons other than retirement remains unchanged at 275 (count for 2003), and the average number of employees remains 2787.5 (average for 2003), then organizational turnover in 2008 will be 20.20%.

## Closing Summary

Why go to the effort of developing a total rewards strategy? Highly rated organizations generally offer competitive base pay, but they also understand the motivational value and the improvement to the quality of services resulting from a total rewards system. Such a system not only ensures a competitive total compensation package; it also enhances the work experience. Today's workforce wants more than competitive pay. Traditional employees who relied on employers to determine career progression in exchange for a long-term employment commitment are no longer the norm. In the wake of a slow economy and events like September 11, 2001, employees' priorities have shifted. Sources indicate that 73% of employees said they would be willing to move their careers to the back seat for their families.<sup>11</sup> Non-traditional or "emerging" workers are looking for ways to balance work and home life. These employees are also comfortable managing their own career, and they want to feel like their time is spent doing something that matters. The growing labor shortage will continue in coming years as Babyboomers retire and the number of younger workers decline. Difficulties will arise for employers who don't evolve and seek to develop total rewards strategies that address all of the components of total rewards.

Johnson County Government has focused a significant amount of attention to the intrinsic and extrinsic factors that make this organization a great place to work. The organization is strategically positioned to enhance the quality of the workforce by focusing on the components described in this report. Executive leadership recognizes that changes will take time, and see an organizational commitment combined with a 3-5 year action plan as the necessary first steps in this process.

As a service organization, the primary way that the County delivers services is through its employees. Salaries, benefits, and training are not organizational expenses – they are the investment in our workforce that enables the County to be successful today and to be better positioned to meet tomorrow's demands. We need to focus on the productivity and the quality of the workforce as the primary way to serve the residents of this community and to achieve the organization's strategic goals and objectives. We have the opportunity to empower our employees to make good judgments on behalf of the organization. By continuing our efforts to be perceived as an Employer of Choice within the community, we enhance our ability to attract and retain top talent.

Johnson County Government takes pride in being an innovative and progressive organization. As such, it is imperative to recognize that workforce demographics and trends indicate that turnover will soon be increasing, long-term employees will be leaving the organization, and the ability to meet increasing service demands will be hindered by fewer and newer employees. Taking the right steps now can minimize the impact of those trends, and provide the organization with more time to develop a successful structure for the future.

---

<sup>11</sup> "The Rise of the Emergent Workforce," Spherion Inc., 2003, Harris Interactive, [www.spherion.com/emergingworkforce](http://www.spherion.com/emergingworkforce).  
*FY 2005 Workforce Planning Report*

## **Appendix A: Terms and Definitions**

Base pay: Direct compensation in the form of base salary or hourly wage.

Benefits: Indirect compensation in the form of retirement, health and welfare, paid time off, income replacement options, etc

Bonus: Additional compensation paid to an employee on a discretionary basis. Bonuses reward behavior that has already occurred. They may be used to recognize work performed on a specific project or exceptional performance in regular duties.

Full-Time Equivalent (FTE): The full-time equivalent for a position, also referred to as a position's "percent time." A position's FTE is calculated by dividing the actual number of hours (if nonexempt) or days (if exempt) worked per year, by the hours or days represented by the position's full time equivalency base. One FTE is equal to 100% which is equal to 2,080 hours worked/year.

Full-Time Regular (FTR): FTR positions are benefits-eligible positions budgeted to work at least 40 hours per week.

Incentive: Additional compensation paid to an employee on a nondiscretionary basis. Incentives motivate behavior to occur in the future, and they should be awarded for the achievement of a specific, predetermined goal at a predetermined level.

Knowledge-Based Organization: An organization with a workforce of employees who have typically gained specialized knowledge and the ability to apply it productively through a combination of higher education and professional experience. They primarily focus their energy on using and applying information.

Long-Term Variable Pay: At-risk pay in the form of bonuses/incentives paid based on a 1+ year or longer-term plan.

On-Call (ONC) and Seasonal (SEA): ONC and SEA positions are not benefits-eligible. They are budgeted to work at least 1 hour and no more than 19 hours per week.

Organizational Culture: Work/life Balance, employee career development, quality of work and supervision, etc.

Part-Time Regular (PTR): PTR positions are eligible for prorated sick and vacation accrual; they are budgeted to work at least 20 hours and no more than 39 hours per week.

Perquisites: Indirect compensation in the form of a car, car allowance, health club membership, cell phone, etc.

Short-Term Variable Pay: At-risk pay in the form of bonuses/incentives paid based on a 1-year or shorter-term plan.

Workforce Planning: A process of systematically and routinely evaluating workforce data.

## Appendix B: Proposed FY 2005 Pay Table

The following pay table was designed based on pay range midpoints provided by The HayGroup, the firm that designed the County's current classification and compensation system. A summary of changes from the 2004 to the 2005 pay table is provided below the pay table. The estimated fiscal impact of implementing the pay table is \$160 to \$200,000.

Proposed FY 2005 Pay Table							
Updated: 4/14/2004							
(Based on 2,080 Hours Worked/Year)							
75-125% Pay Range							
Grade		Tercile #1 Developing		Tercile #2 Experienced		Tercile #3 Career	
10	annualized	\$10,712	\$19,462	\$19,463	\$23,000	\$23,001	\$26,540
	biweekly	\$412.00	\$748.53	\$748.56	\$884.63	\$884.67	\$1,020.77
	hourly	\$5.15	\$9.36	\$9.36	\$11.06	\$11.06	\$12.76
11	annualized	\$17,899	\$21,875	\$21,876	\$25,853	\$25,854	\$29,831
	biweekly	\$688.41	\$841.36	\$841.39	\$994.34	\$994.38	\$1,147.36
	hourly	\$8.61	\$10.52	\$10.52	\$12.43	\$12.43	\$14.34
12	annualized	\$20,861	\$25,495	\$25,496	\$30,131	\$30,132	\$34,768
	biweekly	\$802.33	\$980.58	\$980.62	\$1,158.88	\$1,158.92	\$1,337.21
	hourly	\$10.03	\$12.26	\$12.26	\$14.49	\$14.49	\$16.72
13	annualized	\$25,386	\$31,026	\$31,027	\$36,668	\$36,669	\$42,310
	biweekly	\$976.38	\$1,193.32	\$1,193.36	\$1,410.29	\$1,410.33	\$1,627.31
	hourly	\$12.20	\$14.92	\$14.92	\$17.63	\$17.63	\$20.34
14	annualized	\$27,854	\$34,043	\$34,044	\$40,233	\$40,234	\$46,424
	biweekly	\$1,071.32	\$1,309.35	\$1,309.39	\$1,547.42	\$1,547.46	\$1,785.53
	hourly	\$13.39	\$16.37	\$16.37	\$19.34	\$19.34	\$22.32
15	annualized	\$31,145	\$38,065	\$38,066	\$44,987	\$44,988	\$51,909
	biweekly	\$1,197.89	\$1,464.05	\$1,464.09	\$1,730.25	\$1,730.29	\$1,996.49
	hourly	\$14.97	\$18.30	\$18.30	\$21.63	\$21.63	\$24.96
16	annualized	\$36,368	\$44,449	\$44,450	\$52,530	\$52,531	\$60,614
	biweekly	\$1,398.78	\$1,709.58	\$1,709.62	\$2,020.38	\$2,020.42	\$2,331.30
	hourly	\$17.48	\$21.37	\$21.37	\$25.25	\$25.26	\$29.14
17	annualized	\$41,836	\$51,132	\$51,133	\$60,428	\$60,429	\$69,726
	biweekly	\$1,609.07	\$1,966.60	\$1,966.64	\$2,324.17	\$2,324.21	\$2,681.78
	hourly	\$20.11	\$24.58	\$24.58	\$29.05	\$29.05	\$33.52
18	annualized	\$48,069	\$58,750	\$58,751	\$69,430	\$69,431	\$80,115
	biweekly	\$1,848.81	\$2,259.62	\$2,259.65	\$2,670.38	\$2,670.42	\$3,081.35
	hourly	\$23.11	\$28.25	\$28.25	\$33.38	\$33.38	\$38.52
19	annualized	\$57,035	\$69,709	\$69,710	\$82,382	\$82,383	\$95,059
	biweekly	\$2,193.66	\$2,681.11	\$2,681.14	\$3,168.54	\$3,168.58	\$3,656.11
	hourly	\$27.42	\$33.51	\$33.51	\$39.61	\$39.61	\$45.70
20	annualized	\$68,189	\$83,341	\$83,342	\$98,492	\$98,493	\$113,649
	biweekly	\$2,622.66	\$3,205.44	\$3,205.48	\$3,788.15	\$3,788.19	\$4,371.11
	hourly	\$32.78	\$40.07	\$40.07	\$47.35	\$47.35	\$54.64
21	annualized	\$73,902	\$90,324	\$90,325	\$106,746	\$106,747	\$123,170
	biweekly	\$2,842.38	\$3,473.99	\$3,474.03	\$4,105.63	\$4,105.67	\$4,737.31
	hourly	\$35.53	\$43.42	\$43.43	\$51.32	\$51.32	\$59.22
22	annualized	\$78,611	\$96,079	\$96,080	\$113,548	\$113,549	\$131,018
	biweekly	\$3,023.48	\$3,695.33	\$3,695.37	\$4,367.21	\$4,367.25	\$5,039.13
	hourly	\$37.79	\$46.19	\$46.19	\$54.59	\$54.59	\$62.99
23	annualized	\$83,870	\$102,506	\$102,507	\$121,144	\$121,145	\$139,783
	biweekly	\$3,225.75	\$3,942.54	\$3,942.58	\$4,659.38	\$4,659.42	\$5,376.25
	hourly	\$40.32	\$49.28	\$49.28	\$58.24	\$58.24	\$67.20

24	annualized	\$90,401	\$110,489	\$110,490	\$130,578	\$130,579	\$150,668
	biweekly	\$3,476.94	\$4,249.56	\$4,249.60	\$5,022.21	\$5,022.25	\$5,794.90
	hourly	\$43.46	\$53.12	\$53.12	\$62.78	\$62.78	\$72.44
25	annualized	\$98,925	\$120,907	\$120,908	\$142,891	\$142,892	\$164,875
	biweekly	\$3,804.81	\$4,650.28	\$4,650.32	\$5,495.79	\$5,495.83	\$6,341.35
	hourly	\$47.56	\$58.13	\$58.13	\$68.70	\$68.70	\$79.27
26	annualized	\$108,893	\$133,091	\$133,092	\$157,289	\$157,290	\$181,489
	biweekly	\$4,188.20	\$5,118.88	\$5,118.91	\$6,049.59	\$6,049.63	\$6,980.34
	hourly	\$52.35	\$63.99	\$63.99	\$75.62	\$75.62	\$87.25
27	annualized	\$121,577	\$148,593	\$148,594	\$175,610	\$175,611	\$202,628
	biweekly	\$4,676.02	\$5,715.10	\$5,715.13	\$6,754.21	\$6,754.25	\$7,793.37
	hourly	\$58.45	\$71.44	\$71.44	\$84.43	\$84.43	\$97.42
28	annualized	\$136,357	\$166,657	\$166,658	\$196,959	\$196,960	\$227,261
	biweekly	\$5,244.49	\$6,409.89	\$6,409.93	\$7,575.34	\$7,575.38	\$8,740.82
	hourly	\$65.56	\$80.12	\$80.12	\$94.69	\$94.69	\$109.26
<b>FY 2005 Med-Act Pay Table</b> (Based on 2,912 Hours Worked/Year)							
Grade		Tercile #1 Developing		Tercile #2 Experienced		Tercile #3 Career	
15	annualized	\$31,145	\$38,065	\$38,066	\$44,987	\$44,988	\$51,909
	biweekly	\$1,197.89	\$1,464.05	\$1,464.09	\$1,730.25	\$1,730.29	\$1,996.49
	hourly	\$10.70	\$13.07	\$13.07	\$15.45	\$15.45	\$17.83
16	annualized	\$36,368	\$44,449	\$44,450	\$52,530	\$52,531	\$60,614
	biweekly	\$1,398.78	\$1,709.58	\$1,709.62	\$2,020.38	\$2,020.42	\$2,331.30
	hourly	\$12.49	\$15.26	\$15.26	\$18.04	\$18.04	\$20.82
17	annualized	\$41,836	\$51,132	\$51,133	\$60,428	\$60,429	\$69,726
	biweekly	\$1,609.07	\$1,966.60	\$1,966.64	\$2,324.17	\$2,324.21	\$2,681.78
	hourly	\$14.37	\$17.56	\$17.56	\$20.75	\$20.75	\$23.94
18	annualized	\$48,069	\$58,750	\$58,751	\$69,430	\$69,431	\$80,115
	biweekly	\$1,848.81	\$2,259.62	\$2,259.65	\$2,670.38	\$2,670.42	\$3,081.35
	hourly	\$16.51	\$20.18	\$20.18	\$23.84	\$23.84	\$27.51
19	annualized	\$57,035	\$69,709	\$69,710	\$82,382	\$82,383	\$95,059
	biweekly	\$2,193.66	\$2,681.11	\$2,681.14	\$3,168.54	\$3,168.58	\$3,656.11
	hourly	\$19.59	\$23.94	\$23.94	\$28.29	\$28.29	\$32.64

### Summary of Changes from the 2004 to the 2005 Pay Table

The HayGroup determines the need to adjust specific pay grade ranges within the pay table based on changes to the market median, based on the County's compensation philosophy. For FY2005, The HayGroup recommended the following increases:

Grade	% Increase	Grade	% Increase
10	6.10%	20	0.00%
11	5.50%	21	3.60%
12	4.82%	22	4.10%
13	4.11%	23	4.60%
14	3.82%	24	5.20%
15	3.50%	25	5.80%
16	0.00%	26	6.50%
17	0.00%	27	7.10%
18	0.00%	28	7.80%
19	0.00%		

## Appendix C: FY 2003 New Employee Welcome Survey Summary Results

**Timeframe of Data:** January 1, 2003 – December 31, 2003

In 2003, the Department of Human Resources began surveying new employees at New Employee Welcome regarding a variety of topics in an effort to better understand the characteristics and demographics of the County's new employees, as well as why our new employees chose us as their new employer. This data will be tracked again in 2004 in addition to data being collected in a new online Exit Interview Survey to identify trends that may be of assistance with regard to workforce planning. A summary of the results is provided below:

Question	Most Common Response
Primary Occupational Category	Health/Museum/Social Science Professional (29.75%)
New Department/Agency Name	Johnson County Developmental Supports (36), the Sheriff's Office (46), and Mental Health (43).
Age Group	26-29 years old (29.58%)
Race/Ethnic Group	White (81.78%)
Sex	Female (56.69%)
Employee Status	Full-Time Regular (94.53%)
Highest Level of Education You Have Achieved	Bachelor's Degree (42.16%)
What level of supervisor will you be?	Non-Supervisory (86.69%)
What is the primary reason that you applied for a position with Johnson County Government?	Position fits career goals (49.45%)
Where did you hear about this position?	Johnson County website (32.08%)
What is your #1 criterion for choosing this position?	Job security/stability (26.40%)
What is the #1 (Most Important) factor that influenced your decision to accept employment with the County?	Fulfilling work (21.64%)
What is the #2 factor that influenced your decision to accept employment with the County?	Pay (12.83%)
What is the #3 factor that influenced your decision to accept employment with the County?	Health benefits/insurance (13.26%)
What is the #4 factor that influenced your decision to accept employment with the County?	Pay (8.91%)
What is the #5 (Least Important) factor that influenced your decision to accept employment with the County?	Location (9.57%)
What category best describes your last employer?	Private Sector (39.70%)
What is the #1 (Most Important) factor that tells how you like to be recognized for your job performance?	Base pay increases (49.50%)
What is the #2 factor that tells how you like to be recognized for your job performance?	Base pay increases (27.30%)
What is the #3 factor that tells how you like to be recognized for your job performance?	Monetary recognition (e.g., bonuses, gift certificates, etc.) (25.98%)
What is the #4 factor that tells how you like to be recognized for your job performance?	Monetary recognition (e.g., bonuses, gift certificates, etc.) (25.54%)
What is the #5 (Least Important) factor that tells how you like to be recognized for your job performance?	Verbal/written recognition (31.55%)

Complete survey results are available from the Department of Human Resources.

## Appendix D: Distribution of Employees within the Terciles, Includes Length of Service and Pay

This table includes all classified positions, including full-time regular, part-time regular, on-call, and seasonal. Data is as of January 18, 2004. Excludes positions with a different classification and compensation grade, including most Med-Act positions. Length of Service (LOS) represents employees' original start dates with the County. This figure is not based on time in position.

Grade		# Employees Total	Tercile 1	Average LOS** as of 1/31/04	Average Pay Rate	Tercile 2	Average LOS** as of 1/31/04	Average Pay Rate	Tercile 3	Average LOS** as of 1/31/04	Average Pay Rate	Over Max	Average LOS** as of 1/31/04	Average Pay Rate
10	Count	25	24	3.67	\$5.82	0			1	13.18	\$10.30	0		
	Percentage		96.00%			0.00%			4.00%			0.00%		
11	Count	91	81	1.47	\$8.69	10	9.12	\$10.72	0			0		
	Percentage		89.01%			10.99%			0.00%			0.00%		
12	Count	422	315	3.48	\$10.51	95	8.23	\$12.93	12	15.57	\$14.41	0		
	Percentage		74.64%			22.51%			2.84%			0.00%		
13	Count	648	512	3.91	\$12.48	118	12.25	\$15.17	17	15.25	\$17.65	1	20.50	\$19.93
	Percentage		79.01%			18.21%			2.62%			0.15%		
14	Count	455	250	4.32	\$14.50	171	10.70	\$16.86	32	18.88	\$19.50	2	17.62	\$25.67
	Percentage		54.95%			37.58%			7.03%			0.44%		
15	Count	460	142	4.67	\$16.42	240	9.53	\$18.99	73	14.81	\$22.00	5	14.51	\$24.72
	Percentage		30.87%			52.17%			15.87%			1.09%		
16	Count	220	111	5.52	\$19.22	83	13.34	\$23.38	25	14.34	\$26.65	1	2.77	\$31.20
	Percentage		50.45%			37.73%			11.36%			0.45%		
17	Count	191	99	7.58	\$22.25	76	12.73	\$26.69	14	14.71	\$30.73	2	15.09	\$35.91
	Percentage		51.83%			39.79%			7.33%			1.05%		
18	Count	112	61	5.92	\$25.06	35	7.78	\$30.95	15	11.91	\$34.98	1	8.64	\$42.76
	Percentage		54.46%			31.25%			13.39%			0.89%		
19	Count	91	41	9.95	\$30.87	42	12.07	\$35.84	7	22.49	\$41.30	1	9.84	\$49.39
	Percentage		45.05%			46.15%			7.69%			1.10%		
20	Count	25	18	10.76	\$37.94	6	9.03	\$43.18	0			1	36.31	\$55.13
	Percentage		72.00%			24.00%			0.00%			4.00%		
21	Count	15	3	12.17	\$38.12	9	8.84	\$45.26	3	19.57	\$54.97	0		
	Percentage		20.00%			60.00%			20.00%			0.00%		
22	Count	3	0			2	18.66	\$50.77	1	16.26	\$57.98			
	Percentage		0.00%			66.67%			33.33%			0.00%		
23	Count	12	1	4.98	\$46.00	2	6.25	\$51.15	6	11.66	\$59.06	3	15.57	\$68.44
	Percentage		8.33%			16.67%			50.00%			25.00%		
24	Count	0	0			0			0			0		
	Percentage		0.00%			0.00%			0.00%			0.00%		
25	Count	1	1	2.45	\$51.00	0			0			0		
	Percentage		100.00%			0.00%			0.00%			0.00%		
26	Count	2	1	3.25	\$58.95	1	18.22	\$69.71	0			0		
	Percentage		50.00%			50.00%			0.00%			0.00%		
27	Count	0	0			0			0			0		
	Percentage		0.00%			0.00%			0.00%			0.00%		
28	Count	1	1	27.42	\$73.08	0			0			0		
	Percentage		100.00%			0.00%			0.00%			0.00%		
Total	Count	2774	1661			890			206			17		
	Percentage		59.88%			32.08%			7.43%			0.61%		

## **Appendix E: The Compensation Philosophy**

### **Introduction**

Through progressive, creative, and innovative government leadership, Johnson County Government will provide cost-efficient and high quality services to the citizens of Johnson County. The organization seeks to recruit and retain employees with a commitment to public service and a desire to make a difference in the community.

### **Scope**

The total compensation program applies to all employees of Johnson County Government, with the exception of Elected Officials and the Executives reporting directly to the Board of County Commissioners. The compensation program applies to the Sheriff's Office Civil Service System with some structural differences for administration of merit pay.

### **Objectives**

It is through the dedication and commitment of employees that the County fulfills its mission of providing timely and quality services that enhance the lives of Johnson County residents and taxpayers. To recognize and reward employees' contributions, the County will establish a total compensation program that delivers competitive pay and benefits to our employees. To be effective, the compensation program will be:

- Aligned with our culture and support the achievement of our strategic goals and objectives;
- Competitive within comparable labor markets;
- Internally equitable;
- Recognize and reward individual, department/agency, and organizational performance excellence;
- Supportive of our ability to attract and retain qualified and productive employees;
- Easily understood and administered;
- Compliant with all legal, regulatory, and statutory aspects affecting compensation and benefits; and
- Administered in accordance with our financial resources.

### **Total Compensation Program Elements**

The elements of our total compensation program include:

- Job Evaluation – a system that defines the general scope and complexity of the work required and determines the relative value of positions in an internally equitable fashion.
- Base Pay – annual or hourly pay received for work performed; the rate on which many benefits are calculated (e.g., insurance, retirement, leave payments).
- Differential Pay – compensation, in addition to base pay, for specific business requirements and/or working conditions (e.g., shift work, on-call pay, foreign language skills).
- Performance Appraisal – the process by which performance goals are established, monitored, reviewed and rewarded through base pay increases or non-base pay incentives for individual or collective/team contributions.
- Incentive Compensation – compensation, in addition to base pay, granted for individual, team, department/agency, and/or organizational performance.
- Benefits/Prerequisites – organizationally-sponsored and government required health and welfare plans, salary continuation and retirement programs, and development and recognition plans.

## Market Position

The County's compensation philosophy is to be competitive within the relevant comparable labor markets for base salary; recognize outstanding performance and organizational contributions through the use of incentives; establish differential pay practices consistent with the market; and offer benefits that are market competitive.

The following table identifies the comparable labor markets for the County:

Employee Category	Comparable Geography	Labor Market/Industry
Executives/Directors	National	Public Sector
Professional/Key Managers	Midwest Regional	All Industry
Non-Exempt	Local	All Industry
Civil Service	Johnson County	Police Departments

Valid and reliable data sources from each of the four comparable labor markets will be used to determine the actual market targets and the County's market competitive position.

## Program Administration

### Job Evaluation

All positions are evaluated and assigned to a pay range. New positions are evaluated and assigned a pay range before the position is posted. Significant changes in the responsibilities or accountabilities of a position may require a re-evaluation. All positions are evaluated using the Hay Guide Chart® -Profile Method of Job Evaluation. The County uses policies and procedures to ensure the fair and consistent administration of the job evaluation system.

### Base Pay

The County maintains a pay range base salary structure coordinated with the job evaluation system. The goal of base pay is to provide employees with a market competitive rate, and periodic market adjustments to base pay may be made contingent upon adequate financial resources. The salary structure provides sufficient breadth in each pay range to recruit and retain qualified and productive employees. Pay ranges will be routinely evaluated and updated using external compensation surveys and data. Annually, the County communicates the amount of base pay and the assigned pay range to each employee during the performance appraisal process.

### Differential Pay

Differential pay practices compensate employees for the inconvenience of working irregular shifts or having limited flexibility during nonscheduled hours to accommodate the organization's business needs; differential pay can also be used to compensate bi-lingual or multi-lingual employees if those skills are required by the job. These rates are reviewed systematically to ensure that they are aligned with the business needs of the County and are market competitive.

### Performance Appraisal

As a part of the annual review process and with new hires, annual performance plans are developed with each employee and his/her supervisor. At the end of the period, actual performance is evaluated against expected performance. Individual base pay may be adjusted according to the level of performance. Civil Service employees in the sheriff's Office receive more than one review each year and the Civil Service Salary Structure includes defined pay steps in which employees receive one step increase annually based upon acceptable performance.

- **Incentive Compensation**

Incentive pay programs will be developed as part of the system implementation and will be relevant to specific goal attainment, overall excellence, and achievement beyond stated objectives. Individual and team awards will be based upon departmental performance, organizational performance, and available funding.

- **Benefits**

The County seeks to attract and retain quality employees with its indirect compensation package, recognizing that current and potential employees often consider benefits a primary factor when choosing employment. It is the County's goal to help employees achieve a positive balance between their work and personal lives by providing choices that meet the needs of a diverse workforce and educating employees regarding those choices.

To remain competitive, the County will provide ongoing analysis of the level, nature, and variety of benefits offered to employees, with a long-term focus on monitoring trends, costs, and options. The scope and value of the benefit plans and programs are reviewed regularly. In the future, the County will communicate the value of the benefits to each employee annually.