

## **CITY OF LANSING**

**800 1<sup>st</sup> Terrace  
Lansing, KS 66043  
913-727-3233 Fax: 913-828-4579  
[www.lansing.ks.us](http://www.lansing.ks.us)**

## **WORK SESSION AGENDA**

**May 12, 2016  
Thursday  
7:00 p.m.  
Lansing City Hall**

---

### **Call To Order:**

- I. Review of Compensation Study Results
  - II. Adjournment
-

---

# WORK SESSION SUMMARY

---

TO: Tim Vandall, City Administrator  
FROM: Sarah Bodensteiner, City Clerk  
DATE: May 6, 2016  
SUBJECT: Agenda Summary

---

- I. **Review of Compensation Study Results**
    - HR Director Sunshine Petrone and Becky Crowder from The Austin Peters Group, Inc., will be present to discuss the details of the study and answer any questions.
  - II. **Adjournment**
-

---

# WORKSESSION ITEM

---

TO: Tim Vandall, City Administrator   
FROM: Sunshine Petrone, HR Director  
DATE: May 6, 2016  
SUBJECT: Review of Compensation Study Results

---

At the April 28, 2016 Work Session the governing body reviewed the results of the compensation study conducted by The Austin Peters Group. After extensive discussion the governing body directed the HR Director to research the percentage of revenue devoted to labor for the following municipalities:

City of Basehor, KS	City of Bonner Springs, KS
City of Edwardsville, KS	City of Excelsior Springs, MO
City of Grain Valley, MO	City of Harrisonville, MO
City of Kearney, MO	City of Mission, KS
City of Ottawa, KS	City of Pleasant Hill, MO
City of Roeland Park, KS	City of Smithville, MO
City of Tonganoxie, KS	

The Austin Peters Group used the list above to revise its findings. The results of those findings are listed in the attached report.

There are two major components of the city's current pay system that need to be addressed. The first is our existing pay scale and whether or not it is competitive with the market identified above. If the City elected to use the benchmark of 60% of the market to adjust the pay scale, the cost is \$34,116.47. This component is important because it will help us with recruitment and put the City in a position to be more appealing to prospective candidates who will generally have education and experience.

Secondly, the study recommended an adjustment for pay compression at a cost of \$73,890.38. Addressing pay compression issues is vital to the retention of your existing employees. This issue is significant because the City has not made across the board adjustments to employees when data was received to adjust the pay scale. There were, on average, 6 employees that were adjusted because they were below the minimum of their respective grade. As you can see from the results 51 employees are impacted by not providing an across the board adjustment to all employees each year.

The total cost to fund the market adjustments and pay compression is \$108,006.85. Due to changes in staff during 2016, there is approximately \$75,000 in savings in the general fund that could be used to offset this cost. The factors that contributed to this cost savings are turnover and reduction in staff.

Additionally, we are recommending a change to the ICMA benefit for new hires. Effective July 1, 2016 new hires will no longer receive an automatic 2% contribution to ICMA. Instead, they will be eligible for a match of up to 2%. We budgeted \$47,940 for 2016. This change will result in approximately \$7,191 in savings in 2016.

Finally, the bottom of page 8 addresses the impact of placing police personnel on a separate pay scale. I also checked with all of the municipalities above to see if their police personnel were on the same pay scale as non-police personnel and if any incentives or special compensation were offered. The results are on the attached spreadsheet.

Becky Crowder, The Austin Peters Group, Inc. and Sunshine Petrone, HR Director will be present to discuss the details of the study and to answer questions.

---

## WORKSESSION ITEM #

---

Municipality	Population	Median Household Income	Median House Price	Occupied Homes	% of Revenue to Labor	City Sales Tax	# of Employees	Valuations	Are police position on the same pay scale as other employees and do they offer any special incentives or compenstion?	
City of Basehor, KS	5,119	\$89,994	\$197,438	1,751	35%	1.00%	29	54,115,049		Left message
City of Bonner Springs, KS	7,553	\$58,821	\$144,691	2,810	43%	1.75%	97	71,127,422	Same	No
City of Edwardsville, KS	4,380	\$56,743	\$122,239	1,632	73%	1.50%	42	50,845,220	Same	Incentives - dare officer/language skill/education/training officer
City of Excelsior Springs, MO	11,251	\$49,456	\$102,141	4,278	74%		215	145,315,586	Same	\$2500 signing bonus
City of Grain Valley, MO	12,989	\$61,733	\$146,400	4,566	65%		70	178,809,037	Same	No
City of Harrisonville, MO	10,000	\$47,880	\$123,743	3,854	23%		280	121,506,475	Same	No
City of Kearney, MO	9,000	\$74,755	\$153,893	2,978	37%		42	146,095,466	Same	No
City of Mission, KS	9,501	\$48,468	\$156,921	5,000	63%	1.625%	284	121,586,787	Same	Detective positions receive clothing allowance
City of Ottawa, KS	12,403	\$41,611	\$102,124	4,998	65%	1.10%	162	82,276,134	Same	Incentives - education/KLETC completion/Field Officer/military discharge
City of Pleasant Hill, MO	8,218	\$57,290	\$144,180	2,959	32%		65	100,255,222	Same	No
City of Roeland Park, KS	6,840	\$63,859	\$159,366	3,065		1.25%		63,329,778		Left message
City of Smithville, MO	8,690	\$68,756	\$176,602	3,115	41%		63	115,000,000	Same	No
City of Tonganoxie, KS	5,182	\$53,382	\$151,978	1,884	48%	1.75%	33	35,461,590	Same	Training Officers receive \$1,000 bonus each year
City of Lansing, KS	11,713	\$92,613	\$165,942	3,180	39%	1.00%		78,748,105	Same	

Lansing relative to average

\* 2013, city-data

\*\*US Census bureau for the years 2015 & 2016

\*\*\*Prisoners @ LFC - 2405 (capacity)



**City of Lansing, Kansas  
Compensation Study Findings  
(revised)**

**May 2, 2016**

**The Austin Peters Group, Inc.  
Rebecca G. Crowder, President  
Elizabeth Tatarko, Vice President  
P.O. Box 27196 Overland Park,  
Kansas 66225 913-851-7530  
913-851-7529 (fax)  
[bcrowder@austinpeters.com](mailto:bcrowder@austinpeters.com) (email)**

### **Acknowledgements**

This report and study are made possible through a cooperative effort of employees, department heads, and elected officials. The recommendations are tailored with the existing employees in mind, who have contributed and will continue to contribute to the organization's success. The Austin Peters Group, Inc. would especially like to thank Sunshine Petrone, Human Resources, Tim Vandall, City Administrator who patiently facilitated the project. This document represents the final report. Administration will attempt to incorporate these recommendations into the budget process.

## Executive Summary

The governing body approved engagement of The Austin Peters Group, Inc. in 2016 to conduct an employee compensation study for positions in the City government. The proposal scope included: 1) rewriting job descriptions and providing guidance for job titles for 50 positions (study had 66 positions some of which are current vacant or may be utilized at some point in the future); 2) evaluating and classifying positions into pay grades; and 3) determining what market adjustments should be made based upon information obtained from peers.

After several months of ongoing meetings with employees, department heads, human resources, the City Administrator, and elected officials the consulting team submits the attached report.

The findings of the consulting team are briefly outlined below.

The specific findings of the study for base wages are:

- Move employees to the minimum of the proposed ranges for a financial impact of \$34,116.47 (base wages), impacting 14 employees, to compete at the 60<sup>th</sup> percentile of the market. **The City is currently at the 55<sup>th</sup> percentile of the market for wages.**
- Implement a pay compression adjustment for a financial impact of \$73,890.38 (base wages), impacting 51 employees, to compete at the 60<sup>th</sup> percentile of the market.
- Implement the new ranges for full- and part-time positions, effective with the fiscal year. This means that four employers will pay more than the City and six will pay less than the City.
- Provide specific adjustments by position for Fair Labor Standards Act exempt and non-exempt status changes.
- The next step of the process is to distribute Table 3 to employees with a letter after Council approval, and allow a ten-day window for employees to contact the consulting firm to ask questions about position placement.

## **I. Background and Introduction**

The City engaged the services of The Austin Peters Group, Inc., based in Overland Park, Kansas. The service engagement was for the purposes of: 1) rewriting job descriptions and providing guidance for job titles; 2) evaluating and classifying positions into pay grades; and 3) determining what market adjustments should be made based upon information obtained from peers.

## **II. Methodology and Process**

### **Step 1: Interviewing all employees and managers**

The Austin Peters Group, Inc. began the process with a review of all job descriptions and a discussion with employees during one-on-one interviews. Employee interviews were held over several days to provide job description comments and reevaluate employees' positions. Management interviews were also conducted to assess employees' responsibilities, decision-making, supervisory responsibility, knowledge, budget responsibility, contact with the public, and physical and working environmental factors. The purpose of the interview was to gather information to make changes in job descriptions, and to obtain necessary details so that an adequate evaluation and classification of the position could be made, and the market comparison were appropriate. Additional meetings were conducted with department heads to validate and clarify information, along with department and worksite visits.

### **Step 2: Ranking Positions based on Factors**

The next step in the process was to evaluate each position based on the following factors and weighted percentages:

- 1) Decision-making – 25%
- 2) Supervisory – 25%
- 3) Knowledge – 20%
- 4) Budget Impact – 10%
- 5) Contacts – 10%
- 6) Physical Skills – 5%
- 7) Working Conditions – 5%

Once each position was evaluated and scored, a total ranking was performed, and each position was then placed into recommended ranges based upon the ranking and the market analysis.

### **Step 3: Clarification with Department Heads**

This step of the process involved exchanging information with the department heads to ensure that the consulting team had adequately placed positions

internally in the most appropriate range and scored the position appropriately with regard to the above-mentioned factors.

**Step 4: Collection of Salary and Benefit Data**

The salary and benefit study was completed with data collected from the following benchmark communities: Cities of Basehor, Bonner Springs, Edwardsville, Excelsior Springs, Grain Valley, Harrisonville, Kearney, Mission, Ottawa, Pleasant Hill, Roeland Park, Smithville, and Tonganoxie. Data was provided as of January 1, 2016.

**Step 5: Development of Pay Ranges**

The development of pay ranges involved reviewing the salary and benefit survey results, additional salary survey sources when appropriate, the rankings that the consultant assigned each position in step 3, and the internal hierarchy and needs of the organization, in order to determine placement and range amounts. The ranges developed provide for internal equity and hierarchy across the organization.

Employees were placed into the ranges based on whether they were required to be brought up to the minimum of the range. Where an employee's position was behind in the market, additional pay compression adjustments were recommended based on time in position. No employees received a proposed decrease in pay; there is one employee who are at the top of the proposed range or above the top of the proposed range.

**Step 6: Opportunity to Meet with Governing Body**

The consultants will present the findings to the governing body.

**III. Findings Background**

**A. Internal Equity**

Using the factors of decision making, supervisory, knowledge, budget, contacts, physical skills, and working conditions, all positions were ranked by the point totals and placed into grades with employees of similar skills, experience and nature of work.

Once pay adjustments are implemented, ranges require annual adjustment based on an index that accounts for budgeted movement in ranges for cities and appropriately describes the government salary expenses.

The job evaluation process assumes that "(1) it is logical to pay the most for jobs contributing the most toward attainment of organizational goals and objectives; (2) people feel more fairly treated if wages are based on the relative worth of

jobs; and (3) the goals of the enterprise are furthered by maintaining a job structure based on relative worth.”<sup>1</sup>

Organizations like the City depend on the contribution of their employees in making the organization successful and in effectively delivering services that citizens have come to expect. Employee compensation is the single greatest expense in doing business, and it requires a strategy and planning that is well thought out and well organized.

The reason compensation systems exist is to reward employees, retain employees, and provide avenues for their growth and development through motivation. The job evaluation process provides a tool for measuring, evaluating and comparing jobs. The question answered is: “What is this job worth in comparison to other jobs?”

Once pay practices and grades have been established, there are a number of administrative issues that may arise. First, it is important to avoid situations where employees are paid inappropriately relative to the pay range. The purpose of establishing a pay range is to signify and clarify what the position is worth to the organization. Given this, it is important that red-circling, or paying those at a rate above the range maximum, not be allowed. The City has policies in place to address red-circling. Likewise, green-circling should also be avoided unless the purpose is to retain employees who do not meet the minimum qualifications as set out in the job description. Green-circling is a practice where qualified employees are paid below the bottom of the range. The most common method for avoiding this is to bring employees up to the bottom of the range when there is a discrepancy, and the recommendations here provide for adjustments where employees would otherwise be green-circled. In order to avoid employees hitting the top of the range, the pay ranges should be reviewed on an annual basis and adjusted accordingly.<sup>2</sup> Policy samples are provided in the Appendix where policies need to be adjusted to implement recommendations in this study. It is recommended that where employees are red-circled, the current pay practices be continued.

### **B. Market Adjustments**

Once the rankings and ranges were set, a review of the market was necessary to ensure external competitiveness.

#### *Determination of Market*

The determination of the appropriate market is based on three factors: 1) occupation (similar jobs or positions that require similar knowledge, skills and

---

<sup>1</sup> French, Wendell, *The Personnel Management Process*, Human Resources Administration and Development.

<sup>2</sup> Society for Human Resource Management, *Compensation and Benefits Practices*, pp. 60-70.

abilities); 2) geography (the distance that people are willing to commute to work); and 3) industry (competing with employers that have a similar product line). With regard to occupation, the comparisons selected here are direct one-to-one matches for positions. In the survey conducted, most positions had an occupation match, which means that across organizations the titles and positions carry similar degrees of knowledge, skills, and ability.

The second factor in determining the market is geography and the distance that people are willing to commute to work.

The third element is competition with employers who have a similar product line.

Table 1: Benchmark Communities		
Community	Median Household Income	Median House Price
City of Basehor, KS	\$89,994	\$197,438
City of Bonner Springs, KS	\$52,821	\$144,691
City of Edwardsville, KS	\$56,743	\$122,239
City of Excelsior Springs, MO	\$49,456	\$102,141
City of Grain Valley, MO	\$61,733	\$146,400
City of Harrisonville, MO	\$47,880	\$123,743
City of Kearney, MO	\$74,755	\$153,893
City of Mission, KS	\$48,468	\$156,921
City of Ottawa, KS	\$41,611	\$102,124
City of Pleasant Hill, MO	\$57,290	\$144,180
City of Roeland Park, KS	\$63,859	\$159,366
City of Smithville, MO	\$68,756	\$176,602
City of Tonganoxie, KS	\$58,382	\$151,978
Average of Cities	\$59,365	\$144,747
City of Lansing, KS	\$92,613	\$165,942
2013, city -data		

**C. Health Insurance and other Questions**

The benefits survey was designed to determine whether the City has a competitive salary and benefits structure when compared with peers. There are no changes recommended immediately in the benefit structure; however, this information is an important framework for moving forward with future packages. Details of the benefit survey results are on file with the Administration. Of the benefits that employers provide, the percentage of employer costs are outlined in Table 2, and the amount of days for vacation and sick leave are shown by years. With regard to health insurance costs only it is estimated that per hour the City's benefits are \$.45 better (equal to slightly more than 2 percent of pay) than the peer group when looking at all health insurance choices. If the peer group were enrolled in the same plans as Lansing, Lansing would spend \$42,630 more annually on insurance. This analysis does not look at the quality of health insurance plans. In total the City provides far more leave than the peer group for vacation. Only 20 percent of the peer group provides a residency requirement, whereas Lansing requires this for department heads. It is recommended the governing body consider eliminating the residency requirement.

Table 2: Fringe Benefits		
Fringe Related Item	City of Lansing	Benchmark Group Employer Share
Health Insurance (single)	80%	95%
Health Insurance (single plus child)	80%	75%
Health Insurance (single plus spouse)	80%	74%
Health Insurance (family)	80%	63%
Vacation 1 year	12 days	11 days
Vacation 5 years	18 days	14 days
Vacation 10 years	24 days	17 days
Sick Leave 1 year	12 days	13 days
Sick Leave 5 years	12 days	12 days
Sick Leave 10 years	12 days	12 days
Tuition Reimbursement	Yes	Yes-40% Reported
Certification Pay	No	No
Residency Requirement	Dept. Head	20%
Retirement (not reported)		

#### IV. Summary of Findings

**Internal Equity and Market Competition** – This involves moving employees up in pay to the bottom of the range and implementing the pay ranges recommended in Table 3. The pay range recommendations reflect the market at the 60<sup>th</sup> percentile. Details for the market survey instrument may be found in Appendix 2, and details for each position may be found in Appendix 1.

The cost to bring employees into alignment with the market is as follows:

- **Finding:** It is recommended that employees below the recommended range minimum be brought up to the range minimum. Move employees to the minimum of the proposed ranges for an estimated financial impact of \$34,116.47 (base wages), impacting 14 employees.
- **Finding:** Currently there is pay compression among employees, and employees are farther back in the range than we would anticipate given their time in position with the City. Once the new ranges are adopted, this will be compounded. So it is recommended that pay compression adjustments be provided. Pay compression occurs when newly hired employees are brought in at the same wage (possibly) as existing employees or the organization goes for a time period without pay adjustments. Where employees are behind in their rate of pay given their years of service in the position, adjustments are recommended as follows: determine where the employee should be in the new proposed range given their time in position with the City, and provide approximately a 1/4 credit in a dollar amount adjustment to be built into the base pay. This is a one-time adjustment to push more tenured employees slightly ahead of newer employees. Implementation of a pay-compression adjustment for an estimated total of \$73,890.38 (base wages) for the 60<sup>th</sup> percentile range of the market impacts 51 employees.
- **Timing of Implementation:** It is recommended that range minimums be adjusted first. This would mean any employee below the range minimum would be brought up to the minimum for their title. Second step would then be to provide for a pay compression adjustment. This pay compression adjustment could happen immediately after the range adjustment, on an employee's anniversary date, at the first of the year, or some other point in time. It is recommended that the second step occur sometime within a twelve month period after the ranges are adjusted.
- **Alternative Considered:** The consulting team did consider a higher market at the 70<sup>th</sup> percentile rank; this option was \$36,068.53 more than the findings and recommendations of this report.
- **Police Department Specific:** City employee ranges are adjusted by +1% to meet the 60<sup>th</sup> percentile. If Police position ranges were separated from the City positions, adjustments to meet the 60<sup>th</sup> percentile for ranges would be as

follows -- Officers +2.5%, Detective +12%, Sergeants +4%, Captain -3.2%, Chief -4%.

- **Employee Priorities:** The most important items to employees in the Employee Survey (Appendix 5) are wages, support from their boss, paid time off and health benefits.

(this page intentionally blank)

- Appendix 1—Market Results
- Appendix 2 – Market Instrument
- Appendix 3 – Job Descriptions
- Appendix 4 – FLSA Final Report
- Appendix 5 – Employee Survey Results
- Appendix 6 – Policy Considerations

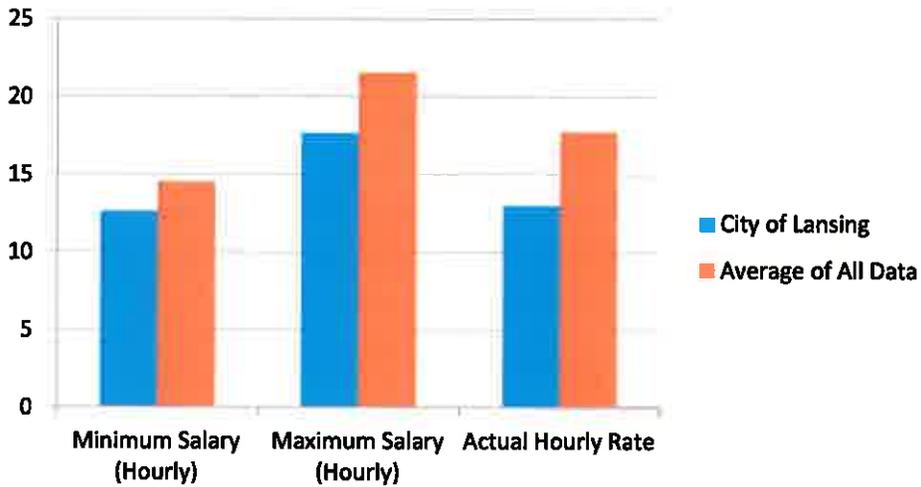
## APPENDIX 1 – Market Results



### City Clerk: City Clerk



### City Clerk: Facility Operator



### Community & Economic Dev.: Administrative Assistant



### Community & Economic Dev.: Building Inspector II



### Community & Economic Dev.: Code Enforcement Officer



### Community & Economic Dev.: Director



### Community & Economic Dev.: Museum Site Supervisor



### Community & Economic Dev.: Public Information Officer



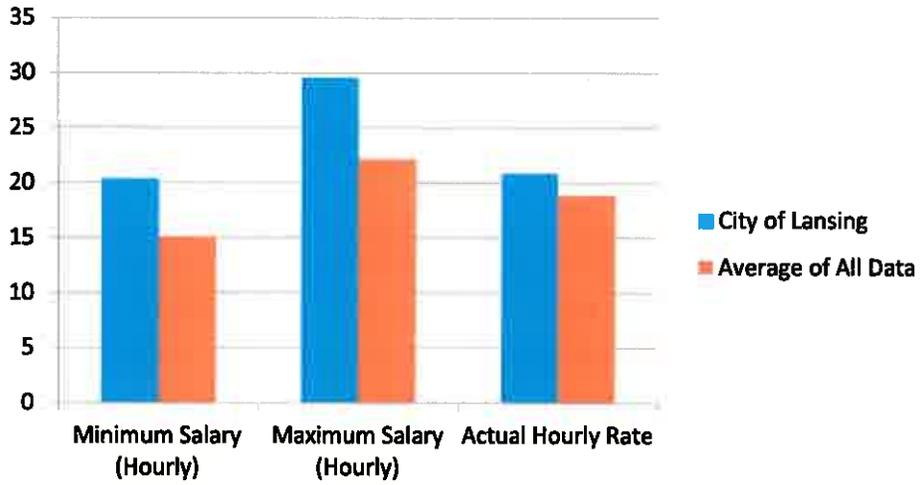
### Finance: Accountant



### Finance: Director



### Finance: Municipal Court Clerk



### Finance: Utility Billing Clerk

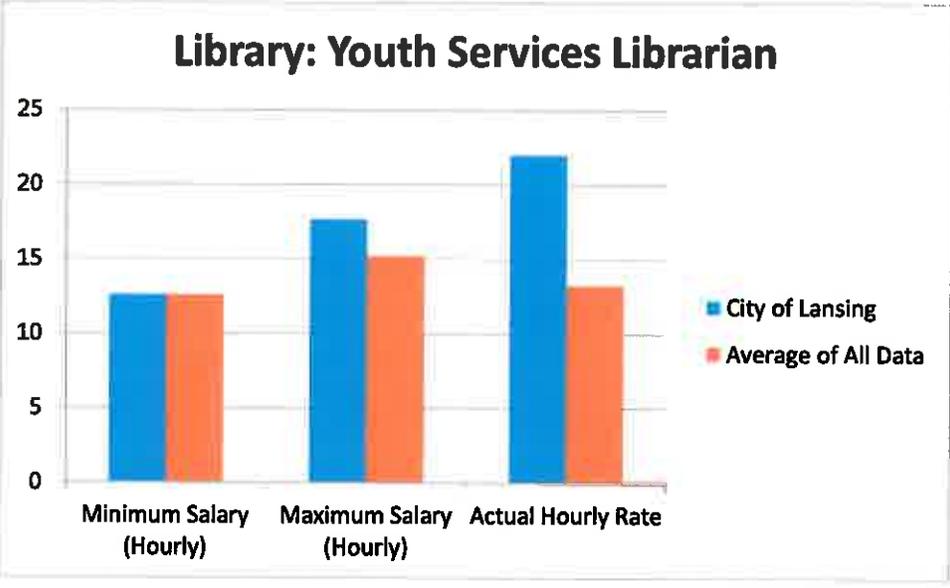


### Human Resources: Director



### Library: Circulation Technician





### Parks & Recreation: Administrative Assistant



### Parks & Recreation: Concession Stand



### Parks & Recreation: Facility Operator



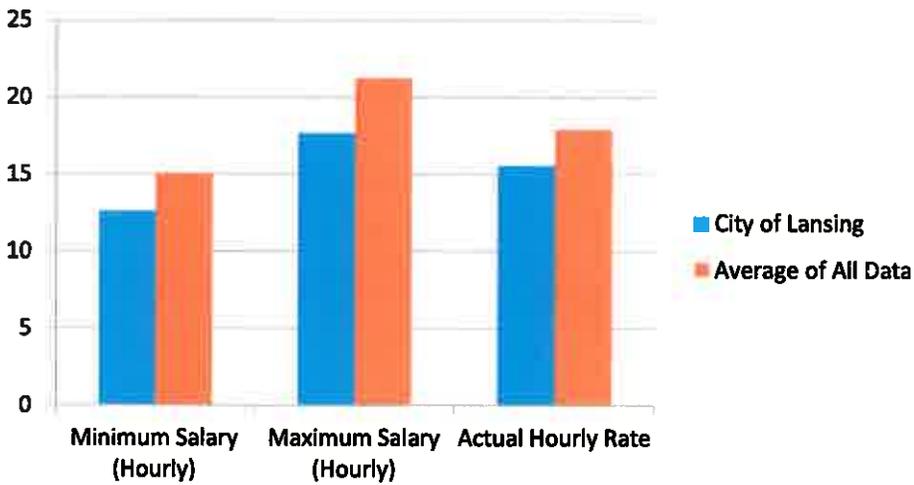
### Parks & Recreation: Director



### Parks & Recreation: Laborer



### Parks & Recreation: Maintenance



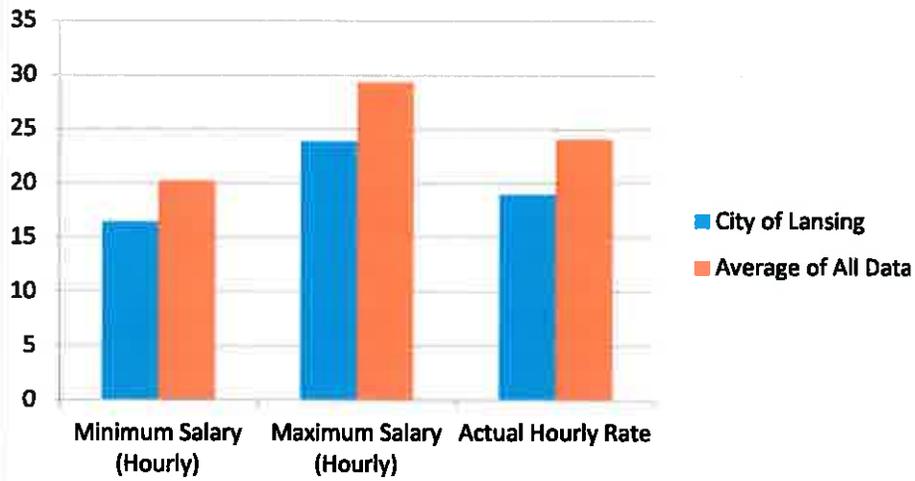
### Parks & Recreation: Maintenance Facility Operator



### Parks & Recreation: Superintendent



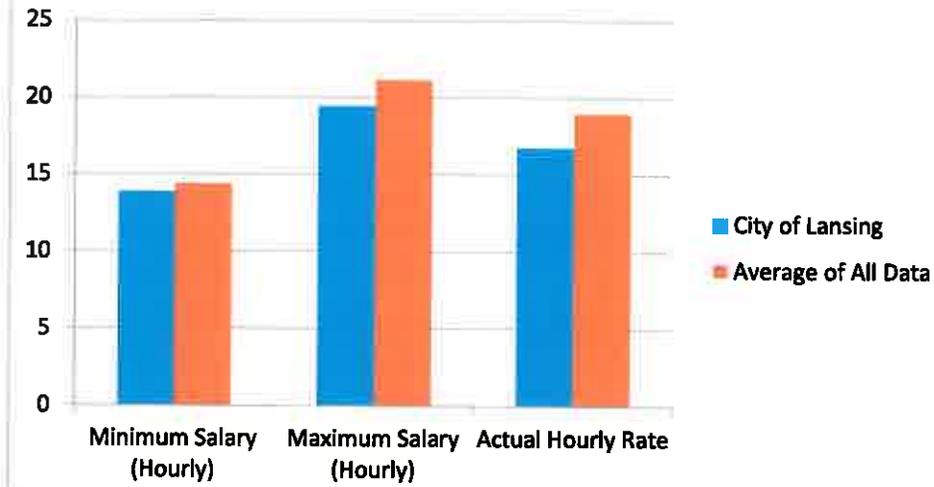
### Parks & Recreation: Programmer



### Police: Animal Control



### Police: Police Clerk

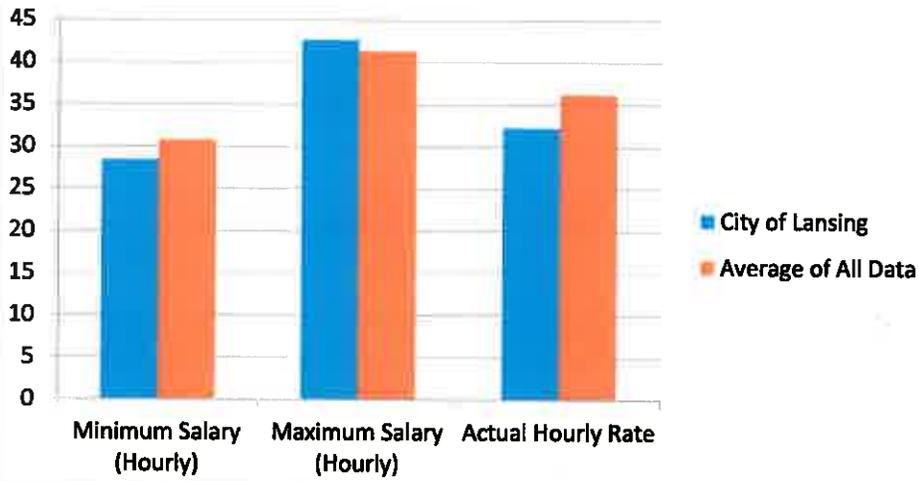


### Police: Police Officer





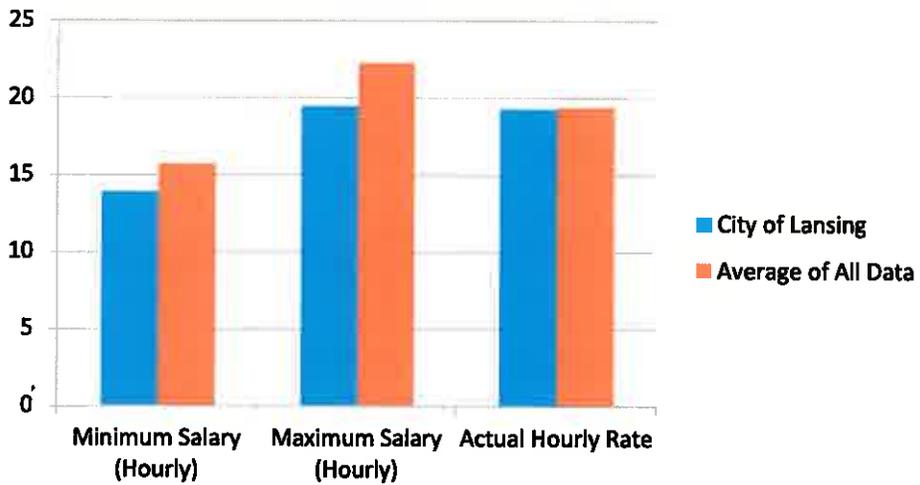
### Police: Police Captain



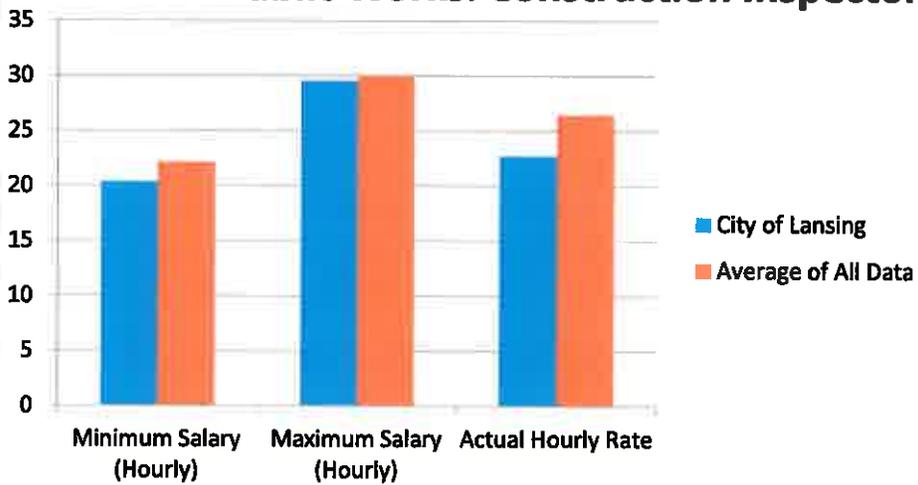
### Police: Police Chief



### Public Works: Administrative Assistant



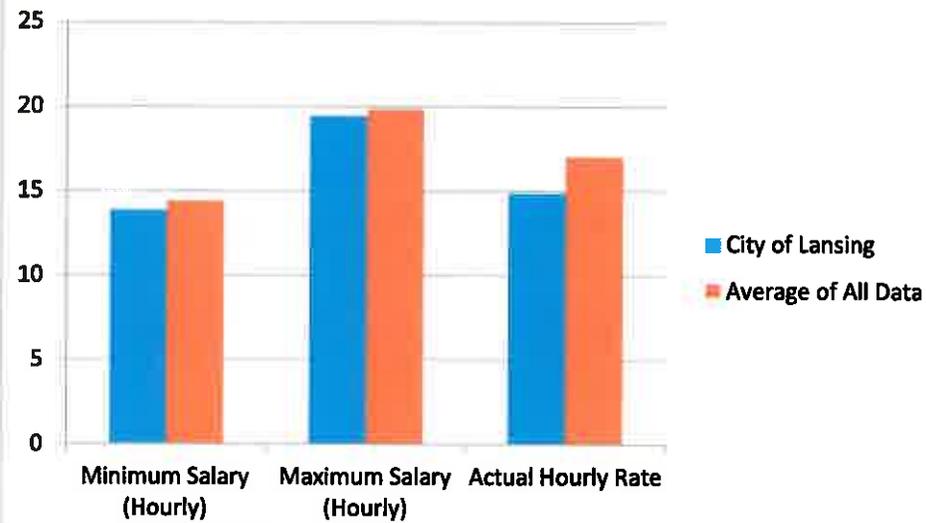
### Public Works: Construction Inspector



### Public Works: Director



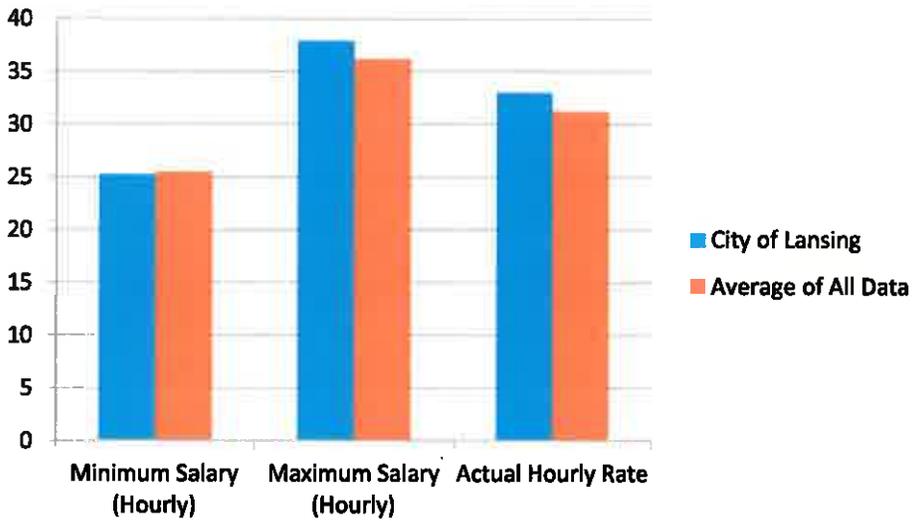
### Public Works: Maintenance



### Public Works: Senior Maintenance



### Public Works: Street Superintendent



### Wastewater: Chief Maintenance Technician



### Wastewater: Chief Plant Operator



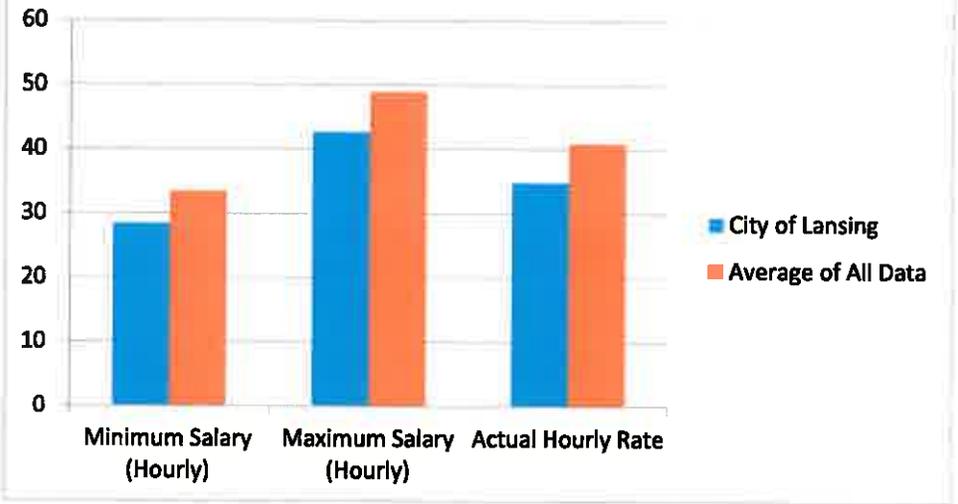
### Wastewater: Collection System Foreman



### Wastewater: Maintenance Technician



### Wastewater: Director



### Wastewater: Superintendent



**APPENDIX 2 – Market Instrument**



THE  
AUSTIN PETERS  
GROUP, INC.

---

OVERLAND PARK, KS OFFICE: P.O. Box 27196, Overland Park, KS 66225 Phone: (913) 851-7530 Fax: (913) 851-7529  
FORT COLLINS OFFICE: 4809 Prairie Vista, Fort Collins, CO 80526 Phone: (913) 341-3604 Fax: (913) 851-7529  
[www.austinpeters.com](http://www.austinpeters.com)

---

February 5, 2016

Dear Lansing Survey Participant:

The City of Lansing, Kansas has retained our firm to conduct a salary and benefits study as of January 1, 2016. Your organization has been chosen as a peer for the City of Lansing, or an organization locally where similar positions may be held. Please fill out the information in this letter and the attached document. The results will be distributed back to participants to assist in compensation planning for 2017.

Please submit your response by **February 18, 2016** via fax to (913) 851-7529 or e-mail Mary Jones at [mjones@austinpeters.com](mailto:mjones@austinpeters.com). For questions, please call me at (913) 851-7530.

If you wish to have a copy of the results sent back to you, please provide an e-mail

address: \_\_\_\_\_

We appreciate your participation in this survey and know that you will find the results useful in your compensation planning. Thank you for your time and participation.

Sincerely,

*Becky*

Rebecca Crowder  
President

Attachment

## Questionnaire

City or Organization: \_\_\_\_\_

Survey completed by: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

If you are a private sector employer, would you like your information kept confidential?  yes  no

### ***Benefits as of January 1, 2016:***

Item	Employer Share %	Employee Share %
Health Insurance (employee)		
Health Insurance (employee/child)		
Health Insurance (employee spouse)		
Health Insurance (family)		
Vision (employee)		
Vision (employee/child)		
Vision (employee/spouse)		
Vision (family)		
Dental (employee)		
Dental (employee/child)		
Dental (employee/spouse)		
Dental (family)		

### ***Paid Time Off as of January 1, 2016:***

Leave Hours	Days Per Year Provided
Vacation after 1 year	
Vacation after 5 years	
Vacation after 10 years	
Sick leave after 1 year	

Sick leave after 5 years	
Sick leave after 10 years	
<b>Additional Questions:</b>	
Do you provide annual merit increases: ___ Yes ___ %; ___ No	
Date of last increase ___ / ___ / ___	
Do you provide market adjustments: ___ Yes ___ %; ___ No	
Do you provide tuition reimbursement: ___ Yes ___ No	
Do you have a residency requirement: ___ Yes ___ No	

Lansing Survey

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7	COLUMN 8
Department/Position Title/ Description	Your Title/ Department	Rate how well your position matches the description in Column 1, 1=Very Close 2=Close Match 3=Fair Match 4=Poor Match 5=No Match	Minimum Salary (Hourly)	Maximum Salary (Hourly)	Actual Hourly Rate/ Number of Employees that hold this position?	How many people does this position supervise?	Does this position receive overtime pay? Y=Yes, N=No
<p><b>City Clerk – City Clerk:</b> Plans, organizes, directs, supervises, and coordinates operations of the City Clerk’s Office. Maintains custody of official City records/archives and is responsible for City records management. Administers oaths of office. Compiles and collects information, writes reports and prepares charts and exhibits. Oversees the administration, renewal and maintenance of City’s commercial insurance, and oversees administration of business licenses.</p>							
<p><b>Facilities Operator – City Clerk:</b> Provides general custodial and maintenance duties. Responsible for community center set-ups and clean-ups. Assists with special events. Transports materials to other locations. Operates equipment.</p>							
<p><b>Administrative Assistant – Comm. &amp; Econ. Dev.:</b> Secretary to the Director, provides administrative and clerical assistance. Prepares confidential correspondence and reports. Maintains files. Greets and assists citizens.</p>							
<p><b>Building Inspector II – Comm. &amp; Econ. Dev.:</b> Enforces,</p>							

<p>reviews, and recommends changes to codes and ordinances of the City. Administers and inspects Building, Housing, Electrical, Plumbing and Mechanical codes. Administers and enforces ordinances. Reviews all building plans and permit applications. Recommends updates for building codes, City ordinances, subdivision and zoning ordinances, and environmental codes. Assembles data and prepares reports.. Conducts inspections on structures under construction or renovation. Issues building permits. Prepares budget estimates.</p>							
<p><b>Code Enforcement Officer – Comm. &amp; Econ. Dev.:</b> Enforces all City ordinances related to health, inoperable vehicles, weeds, trash and nuisance complaints. Assists with building and public works inspections, and enforces zoning and signs. Performs inspections. Issues citations for violations. Responds to inquiries from the public. Assists with general clerical duties.</p>							
<p><b>Community and Economic Development Director – Comm. &amp; Econ. Dev.:</b> Manages and oversees ED/C&amp;VB. Oversees operation of Historical Museum. Supervises employees. Directs public information tools. Organizes and oversees major City events. Main POC for businesses interested in relocating to the City. Recruits and attracts development. Designs public relations collateral. Manages Citywide IT.</p>							
<p><b>Museum Site Supervisor – Comm. &amp; Econ. Dev.:</b> Supervises the Historical Museum. Promotes museum, developing and coordinating programming and activities. Supervises volunteers. Supports Director of ED/C&amp;VB. Maintains storage and care of museum collections. Researches, designs and executes exhibits and displays. Recommends and assists with goals and objectives development. Proposes budget requirements, plans fundraising activities, and prepares grant applications.</p>							

<p><b>Public Information Officer – Comm. &amp; Econ. Dev.:</b>  Primary liaison between the City and citizens, contractors, state agencies and other localities. Primary contact for questions about City projects and issues. Prepares media releases and public notices. Documents public interactions/activities. Liaison between the City and the media. Coordinates research, data collection and preparation of communications and reports.</p>							
<p><b>Accountant – Finance:</b> Operates and maintains the City’s accounting software. Responsible for accounts payable and receivable, and the general ledger. Prepares annual budget documents. Assists with annual audit and internal controls. Supports Utility Billing Clerk. Reviews purchase requests. Provides financial oversight and pays vendors. Oversees the City’s cash and investment management programs. Prepares quarterly Treasurer’s report.</p>							
<p><b>Finance Director – Finance:</b> Plans and directs all aspects of Accounting, Utility Billing, and Municipal Court. Develops financial policies and prepares annual financial reports. Prepares and coordinates annual operating budget. Oversees investment of City funds. Prepares and evaluates the financial implications of economic development and capital improvement projects. Serves as Chief Financial Advisor and City Treasurer. Establishes and maintains internal control procedures and assures that state and national standard accounting procedures are maintained.</p>							
<p><b>Municipal Court Clerk – Finance:</b> Responsible for accounting of fees and fines collected. Oversees Court administration and serves as records custodian for the Court Department. Creates reports and performs clerical duties. Formulates court docket and documents. Delegates tasks to subordinate clerical staff. Answers police calls.</p>							
<p><b>Utility Billing Clerk – Finance:</b> Performs accounting, bookkeeping, clerical, and administrative duties related to</p>							

<p>the financial records of the Municipal Sewer Utility. Monitors customer accounts and ensures services are provided to account holders. Receives and deposits utility payments.. Prepares and mails utility billings. Sorts and distributes mail.</p>							
<p><b>Human Resources Director – Human Resources:</b> Responsible for human resource planning, benefits administration, risk management, hiring and retention of employees. Handles federal and state compliance, performance, pay administration, discipline and employee relations. Event planning. Processes payroll.</p>							
<p><b>Circulation Technician – Library:</b> Assists patrons at the Circulation Desk with books, materials and other library programs. Responsible for circulation, NExpress, and interlibrary loan. Assists with collection maintenance. Monitors overdue materials, and issues and maintains library cards and applications. Trains staff and volunteers. Maintains periodical collection.</p>							
<p><b>Library Director – Library:</b> Plans, directs, and coordinates operation of the library. Prepares budget and is responsible for library finances. Coordinates public relations and marketing activities. Establishes and enforces library policy. Develops library’s technology plan. Coordinates collection development. Supervises employees.</p>							
<p><b>Youth Services Librarian – Library:</b> Responsible for children’s and young adult programming. Assists patrons at the Circulation Desk with books, materials and other library programs. Responsibility areas include programming and activities, collection development and readers’ advisory, and cataloging. Assists with Circulation Desk. Maintains statistics and prepares monthly reports. Coordinates summer reading programs. Assists Director with evaluation of outreach opportunities.</p>							

<p><b>Administrative Asst. – Parks &amp; Rec:</b> Assists Director, Recreation Programmer, Advisory Board and Tree Board with administrative tasks. Accepts program registrations and responds to inquiries from the public. Greets visitors and answers the telephone. Makes reservations for the Activity Center. Types memos and other communications. Maintains files and collects fees. Assists with special events.</p>							
<p><b>Concession Stand Operator – Parks &amp; Rec:</b> Serves concessions at baseball, basketball, and softball events. Supervises operation of the concession stand and restrooms. Opens, cleans, and monitors restrooms. Collects money and makes deposits. Maintains cash drawer. Oversees supplies. Maintains game rules. Monitors weather and informs when conditions become unfavorable.</p>							
<p><b>Facilities Operator – Parks &amp; Rec:</b> Does general custodial maintenance and monitoring. Responsible for trash collection and disposal. Cleans and maintains restrooms. Maintains sidewalks, including snow removal. Opens facilities and monitors use.</p>							
<p><b>Director – Parks &amp; Rec:</b> Plans, executes, coordinates and maintains Department programs, activities, and facilities. Serves as a non-voting Board member. Supervises staff. Maintains and files records. Oversees program registration and collection of fees. Coordinates preparation of athletic fields and facilities. Prepares annual budget for the Department. Researches and applies for grants.</p>							
<p><b>Laborer – Parks &amp; Rec:</b> Seasonal, part-time work providing maintenance of parks and grounds, equipment, vehicles, and buildings. Primary duty is sports field preparation. Assists with mowing, equipment repairs, and cleaning. Operates a variety of equipment. Assists with special events as required.</p>							

<p>activities of the Department. Oversees the operation and maintenance of the infrastructure system, and reviews and inspects infrastructure elements of the City. Supervises employees. Develops departmental policy. Prepares and administers departmental budget. Directs and prepares grant applications. Manages all public construction projects and maintenance. Coordinates research and prepares reports.</p>							
<p><b>Maintenance Worker – Public Works:</b> Semi-skilled position in the street division. Operates light to heavy equipment. Performs manual labor. Maintains and repairs storm drainage structures. Assists with service, maintenance and repair of City equipment.</p>							
<p><b>Maintenance Worker Senior – Public Works:</b> Skilled operator position in the Street division. Maintains and repairs City streets, sidewalks, alleys, storm drainage systems, and other public property. Operates light to heavy equipment. Performs manual labor. Assists with service, maintenance and repair of City equipment.</p>							
<p><b>Street Superintendent – Public Works:</b> Plans, schedules, directs and supervises employees. Oversees all routine maintenance and repair of streets and public areas of the City. Manages snow removal and ice control operations. Oversees maintenance and repair of all equipment in the Street Division. Prepares annual work plan and weekly schedule. Responds to inquiries from the public.</p>							
<p><b>Chief Maintenance Technician – Wastewater:</b> Lead maintenance operator for the Wastewater Treatment Plant. Manages the plant’s maintenance activities, including preventive, routine and emergency repairs. Coordinates equipment shut downs. Provides technical direction to Wastewater Operators. Does daily record-keeping. Organizes, prioritizes, and assigns work for the Maintenance Division. Responsible for data entry.</p>							

<p><b>Parks Maintenance – Parks &amp; Rec:</b> Skilled maintenance position. Maintains parks and grounds, vehicles and buildings. Mows and marks sports fields, repairs equipment, and cleans facilities and grounds. Operates equipment. Plants, fertilizes, weeds and cares for lawns in park areas. Assists with snow removal. Assists with special projects as assigned.</p>							
<p><b>Maintenance/Facility Operator – Parks &amp; Rec:</b> Performs general maintenance to parks and grounds, vehicles and buildings. Prepares sports fields, repairs equipment, and cleans grounds and facilities. Operates equipment. Assists with planting, fertilizing, weeding, and lawn care of parks. Assists with snow removal. Assists with special events as assigned.</p>							
<p><b>Parks Superintendent – Parks &amp; Rec:</b> Maintains all Parks Facilities. Oversees lawn care and athletic field preparation, maintenance of facilities and equipment, and maintenance of all vehicles and equipment. Supervises and schedules employees. Inventories equipment and maintains records. Coordinates preparation of athletic fields and facilities. Assists with preparation of annual budget. Assists with special events as required.</p>							
<p><b>Programmer – Parks &amp; Rec:</b> Directs, plans, organizes, supervises, evaluates, operates, and promotes recreational programs. Runs programs, secures supplies and equipment, establishes schedules, and trains and schedules staff. Maintains files and records. Inventories supplies. Supervises personnel. Promotes activities. Responds to inquiries from the public. Assists with preparation of the annual budget.</p>							
<p><b>Animal Control Officer – Police:</b> Investigates domestic and wild animal bite cases. Picks up injured and dead animals. Picks up loose domestic animals. Responds to calls involving animals. Conducts comprehensive dangerous</p>							

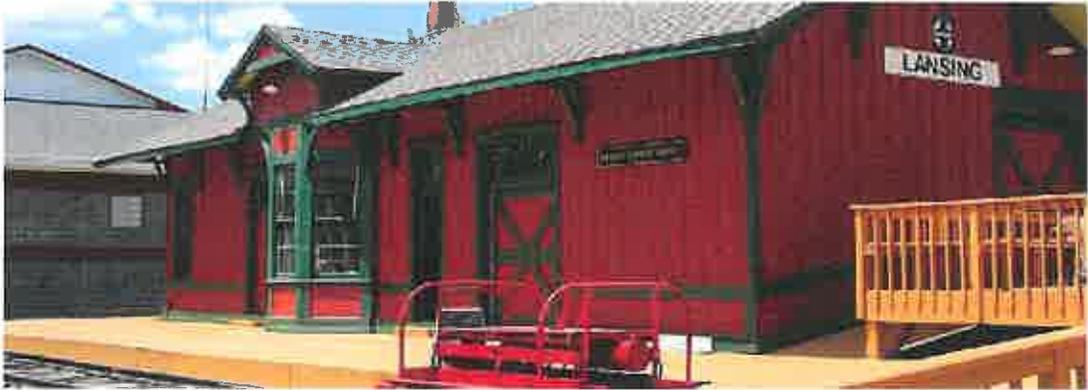
<p>and special permit investigations. Conducts cruelty and neglect investigations. Issues notices to appear in court for violations of ordinances.</p>							
<p><b>Police Clerk – Police:</b> Oversees the Department’s records management program. Records, copies, disseminates, and stores confidential police records. Acts as custodian of police records. Performs research and data retrieval. Responds to inquiries from the public. Receives and processes mail. Receives, scans, and files all investigative supplements. Prepares and mails copies of arrest, offense, and accident reports. Disseminates copies of police reports. Conducts background checks. Manages and inventories office supplies.</p>							
<p><b>Police Officer – Police:</b> Provides law enforcement and public safety services. Operates patrol vehicle and performs general patrol duties. Apprehends, arrests, and charges suspects. Investigates accidents. Detects and apprehends DUI suspects. Handles domestic and other disturbances. Performs oral interrogations and interviews. Responsible for data entry. Transports prisoners, victims, witnesses and others. Participates in high-speed emergency pursuit driving. Performs radio communication skills. Performs crime prevention and public relations duties.</p>							
<p><b>Police Detective – Police:</b> Enforces federal, state, and municipal laws, protects property, arrests law violators, assists the general public, makes written reports of activities, provides training for department personnel, testifies in criminal proceedings, and assists in crime prevention activities. Conducts follow-up investigations of criminal activity and/or crime scene investigations to identify and apprehend offenders, and prepares and presents completed investigations to the prosecutor for criminal filings.</p>							

<p><b>Police Sergeant – Police:</b> Supervises uniformed police officers on shift. Assigns work, and observes and evaluates performance. Trains officers. Recommends and implements programs for dealing with crime trends. Performs duties of uniformed police officer as required. Inspects equipment.</p>							
<p><b>Police Captain – Police:</b> Assists Police Chief with administration of the department. Directs day-to-day operations. Assists with development of the goals and objectives stated in the Strategic Operations Plan. Acts as Police Chief in his/her absence. Responds to inquiries from the public. Oversees Investigations, Animal Control, and Administrative Support. Investigates complaints against departmental staff. Writes reports. Assists with departmental budget preparation. Coordinates and documents departmental training.</p>							
<p><b>Administrative Assistant – Public Works:</b> Secretary to the Director of Public Works and the Planning Commission. Provides administrative and clerical assistance. Prepares confidential correspondence and reports. Maintains files. Greets and assists citizens. Processes applications for a number of licenses.</p>							
<p><b>Construction Inspector – Public Works:</b> Skilled engineering work. Serves as inspector/construction observer on construction and contract maintenance projects for City infrastructure. Prepares documents and writes reports. Conducts testing and sampling duties in the field, making computations and documenting results. Observes and documents contractor’s operations. Provides technical support to building inspectors. Performs preliminary technical studies for a variety of projects. Prepares technical drawings.</p>							
<p><b>Director – Public Works:</b> Plans, organizes, and directs all</p>							

<p>Inventories spare parts. Operates and maintains a variety of tools. Maintains vehicles. Responds to inquiries from the public.</p>							
<p><b>Chief Plant Operator – Wastewater:</b> Lead operator for the Wastewater Treatment Plant. Monitors all treatment processes dealing with the treatment of wastewater, testing, and adjustment of process controls. Collects samples. Operates, understands, and interprets SCAD controls and logic. Performs lab testing and record-keeping. Compiles data and writes reports. Provides technical direction to other Operators. Operates and maintains vehicles.</p>							
<p><b>Collection System Foreman – Wastewater:</b> Responsible for the daily operation, maintenance, and repair of the wastewater collection system. Performs routine and emergency maintenance and repair to the collection system to prevent and eliminate blockages. Plans, schedules and inspects maintenance and repairs to the collection system. Provides technical direction to other Operators. Routinely cleans facilities. Operates and maintains tools and vehicles. Performs locates and record-keeping. Responds promptly to emergencies. Responds to inquiries from the public.</p>							
<p><b>Maintenance Tech – Wastewater:</b> Assists other Maintenance workers with the wastewater plant's maintenance activities, including preventive, routine, and emergency repairs. Routinely cleans and organizes maintenance tools, materials, equipment, and facilities. Performs data entry. Assists with record keeping. Operates tools and equipment. Cleans facilities. Conducts general grounds maintenance to include mowing and weeding. Tests and adjusts process controls.</p>							
<p><b>Plant Operator – Wastewater:</b> Aids licensed operators in daily operation of the Wastewater Treatment Plant and</p>							

<p>the Wastewater Collection System. Assists with operation, maintenance, and repair of equipment and facilities. Routinely cleans facilities. Operates and maintains tools and equipment. Performs general grounds maintenance. Operates and maintains vehicles. Performs data entry and record-keeping. Operates and maintains the biosolids dewatering, disposal, composting; land application equipment and application of biosolids. Collects samples of wastewater. Assists lab personnel with analysis and aids with the adjustment of processes. Performs locates.</p>							
<p><b>Utility Director – Wastewater:</b> Manages, supervises, plans, organizes and directs activities of the Department. Oversees sanitary sewer infrastructure system. Reviews and inspects infrastructure. Prepares and administers budget and expenditures. Directs personnel, community relations, and implementation of capital improvement program. Oversees recruitment, selection, training, supervision and evaluation of employees. Develops departmental policy. Ensures compliance. Manages construction projects, improvements, and maintenance. Prepares specs for purchase of equipment, materials, and facilities improvements.</p>							
<p><b>Utility Superintendent – Wastewater:</b> Supervises Department personnel, prepares schedule, and trains staff. Operates and maintains the Treatment Plant. Oversees Wastewater lab. Performs preventive maintenance and repairs. Responsible for treatment of wastewater. Researches and prepares reports. Prepares budget estimates and controls expenditure of funds. Writes specs and bid documents for equipment.</p>							

## APPENDIX 3 – Job Descriptions



**APPENDIX 4 – FLSA Report**



THE  
AUSTIN PETERS  
GROUP, INC.

OVERLAND PARK, KS OFFICE: P.O. Box 27196 Overland Park, KS 66225 Phone: (913) 851-7530 Fax: (913) 851-7529  
MANHATTAN, KS OFFICE: 509 Edgerton Ave. Manhattan, KS 66502 Phone: (785) 537-1690 Fax: (785) 537-0467  
www.austinpeters.com

March 15, 2015  
Sunshine Petrone, Human Resources  
City of Lansing

Dear Sunshine,

The City of Lansing requested our services to evaluate the classification of positions pursuant to the Fair Labor Standards Act Classifications of Exempt and Non-exempt. As you know, the possible categories that positions can be classified into include: executive, administrative, and learned professional for this consideration (computer exemption not considered in this analysis). The positions covered in the review are listed below, in the analysis where a position was close to either category a more conservative recommendation of non-exempt was provided as it best protects the employer's financial interest. If a position is not on the list, but currently exempt, the recommendation is that the position remain exempt. The court interpretation of exemptions has been very narrow and the burden is on the employer to prove that the position meets each test criteria within a category of classification, moreover, even if one position with a job title meets the criteria a person with the same job title, but slightly different functions for whatever reason may not meet the exemption; thus the review has to be case by case and should not be generalized. **The review here does not include meeting of the salary requirement minimums for each exemption. The salary requirements are proposed to change to \$47,892 and be indexed upward each year, the City Clerk currently earns \$47,340.80. I believe on an annual basis the Finance Director earns more than the proposed annual amount, however, that is based on the hourly wage I have on hand.**

The positions covered in this report are as follows along with their current and recommended classification:

Position Title	Current FLSA Status	Recommended FLSA Status
Captain	Exempt	Exempt
City Clerk	Exempt	Exempt
Finance Director	Non-Exempt	Exempt
Human Resources Director	Exempt	Exempt

Sincerely,

*Becky*

Rebecca G. Crowder, President

# Report for City of Lansing FLSA Review

March 15, 2016



The Austin Peters Group, Inc.  
Rebecca G. Crowder, President  
Elizabeth Tatarko, Vice President  
P.O. Box 27196  
Overland Park, Kansas 66225  
913-851-7530  
913-851-7529 (fax)  
[bcrowder@austinpeters.com](mailto:bcrowder@austinpeters.com) (email)

## **1. Methodology**

---

For each position under consideration, the human resource department forwarded current copies of job descriptions. The department supervisor or incumbent for each position filled out a questionnaire designed to specifically guide questions and answers for determining classification status. After receiving and reviewing the questionnaires along with the job descriptions, the following recommendations are provided under 3. Recommendations.

## **2. Classification Categories Considered – Computer, Executive, Administrative, Learned Professional**

---

### **Executive Exemption**

To qualify for the executive employee exemption, all of the following tests must be met:

- ✓ The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$455 per week;
- ✓ The employee's primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- ✓ The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- ✓ The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

Example of exempt positions: Plant Quarry Manager, Shop Foreman, Assistant Store Manager, Construction Superintendent, Chief Chef, Assistant Restaurant Manager, Printing Production Supervisor, Receiving Department Foreman, EMS Director, Bank Collection Team Leader, Deputy Fire Chief, Coffee Shop Manager, Convenience Store Manager, Store Manager.

Example of non-exempt positions: Delinquent Account Collection Manager, Correction Foreman, Housing Inspector, Truck Supervisor, Working Foreman, Drive through Grocery Store Manager, Store Managers.

Key Differences: If they were really supervising and managing, and whether the primary duty consists of managing the enterprise.

### **Administrative Exemption**

To qualify for the administrative employee exemption, all of the following tests must be met:

- ✓ The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$455 per week;

- ✓ The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
- ✓ The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Example of exempt positions: Insurance Claims Adjusters, Financial Service Marketing Representative, Team Leader, Executive Assistant, Administrative Assistant, Human Resource Manager, Purchasing Agent, Office Manager, Shipping Director, Assistant Fire Chief, Oil Pipeline Field Inspector, Air Traffic Controller, Bank Vice President, Complaint Investigator, Accounting Manager, EMS Director, Production Editor, Academic Counselor, Sales Representative, Field Engineer, Event Supervisor, Insurance Appraiser, Technical Nuclear Power Plant Writer, Insurance Adjuster, Customer Relations Manager, Private Investigator, Law Specialist, School Resource Officer, Chief Jailer, Pharmaceutical Sales Representative.

Example of non-exempt positions: Inspectors, Examiners, Graders, Comparison Shoppers, Personnel Clerks, Mortgage Loan Officers, Work Order Processor, Radio Station Engineer, Factor Foreman, Delinquent Account Collector, Bookkeeper, T.V. Reporter, Probation Officer, Inside Salesperson, Payroll Administrator, Maintenance Supervisor, Medical Investigator, Planning Technician, Site Manager, Real Estate Closer, Loan Underwriter, Advertising Salesperson, Pharmaceutical Sales Representative.

Key Differences: Here as prior, it is not the title that determines exempt status, but rather whether the primary duty was office or non-manual work directly related to the management or general business operations of the employer or customers; and whether the primary duty included the exercise of discretion and judgment on matters of significance. The use of discretion involves comparing and evaluating courses of conduct, action, decisions. The use of a manual does not preclude the exemption from carrying forward if the use of the manual is highly technical, scientific, legal, financial that it can only be interpreted by those with advanced or specialized knowledge or skills.

### **Learned Professional Exemption**

To qualify for the learned professional employee exemption, all of the following tests must be met:

- ✓ The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$455 per week;
- ✓ The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;
- ✓ The advanced knowledge must be in a field of science or learning; and
- ✓ The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

Example of exempt position fields of a learning profession: law, medicine, theology, accounting, actuarial computation, engineering, architecture, teaching, physical science,

chemical science, biological science, pharmacy, nursing (registered or above), registered or certified medical technologists, dental hygienists, physician assistants, pharmacists, teachers, accountants, chefs, athletic trainers, funeral directors, embalmers, journalists, pilots, social service case manager. The Department of Labor states that possessing an appropriate academic degree is the best on the face of it case that a position qualifies as a learned professional exemption, however, this category too is a case-by-case analysis.

Example of non-exempt positions: Paramedics and Emergency Medical Technicians, Paralegals, X-ray technician, Probation Officer, Medical Assistant, Case Manager for Disabled, Draftsman, Social Workers (who were not required to have a degree or course of study).

Key Differences: Whether the primary duty (over 50% in general), requires an advance type of science or learning and the employee must consistently exercise discretion and judgment.

---

### 3. Recommendations

The positions covered in this report are as follows along with their current classification and in table 1 and a Yes or No under the category of exemption if it applies:

Table 1: Exemptions by Title	Executive	Administration	Professional
Captain	No	Yes	No
City Clerk	No	Yes	No
Finance Director	Yes	Yes	Yes
Human Resource Director	Yes	Yes	Yes

#### 4. Appendix – Questionnaire for Department Heads

##### Executive Exemption

To qualify for the executive employee exemption, all of the following tests must be met:

<p>Executive Exemption – Please circle yes or no in relationship to the non italicized statement (the italicized statements are meant to provide direction)</p> <p>_____ (list position)</p> <p>_____ (your name and email)</p>	
<p>Yes or No (please circle)</p>	<p>The employee's primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;  <i>"Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.</i>  <i>Generally, "management" includes, but is not limited to, activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of pay and hours of work; directing the work of employees; maintaining production or sales records for use in supervision or control; appraising employees' productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; apportioning the work among the employees; determining the type of materials, supplies, machinery, equipment or tools to be used or merchandise to be bought, stocked and sold; controlling the flow and distribution of materials or merchandise and supplies; providing for the safety and security of the employees or the property; planning and controlling the budget; and monitoring or implementing legal compliance measures.</i>  <i>The phrase "a customarily recognized department or subdivision" is intended to distinguish between a mere collection of employees assigned from time to time to a specific job or series of jobs and a unit with permanent status and function.</i></p>
<p>Yes or No (please circle)</p>	<p>The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and  <i>The phrase "customarily and regularly" means greater than occasional but less than constant; it includes work</i></p>

	<p><i>normally done every workweek, but does not include isolated or one-time tasks.</i></p> <p><i>The phrase "two or more other employees" means two full-time employees or their equivalent. For example, one full-time and two half-time employees are equivalent to two full-time employees. The supervision can be distributed among two, three or more employees, but each such employee must customarily and regularly direct the work of two or more other full-time employees or the equivalent. For example, a department with five full-time nonexempt workers may have up to two exempt supervisors if each supervisor directs the work of two of those workers.</i></p>
<p>Yes or No (please circle)</p>	<p>The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.</p> <p><i>Factors to be considered in determining whether an employee's recommendations as to hiring, firing, advancement, promotion or any other change of status are given "particular weight" include, but are not limited to, whether it is part of the employee's job duties to make such recommendations, and the frequency with which such recommendations are made, requested, and relied upon. Generally, an executive's recommendations must pertain to employees whom the executive customarily and regularly directs. It does not include occasional suggestions. An employee's recommendations may still be deemed to have "particular weight" even if a higher level manager's recommendation has more importance and even if the employee does not have authority to make the ultimate decision as to the employee's change in status.</i></p>

### Administrative Exemption

To qualify for the administrative employee exemption, all of the following tests must be met:

<b>Administrative Exemption – Please circle yes or no in relationship to the non italicized statement (the italicized statements are meant to provide direction)</b>	
_____ (list position)	
_____ (your name and email)	
Yes or No (please circle)	<p>The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and</p> <p><i>"Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.</i></p> <p><i>To meet the "directly related to management or general business operations" requirement, an employee must perform work directly related to assisting with the running or servicing of the business, as distinguished, for example from working on a manufacturing production line or selling a product in a retail or service establishment. Work "directly related to management or general business operations" includes, but is not limited to, work in functional areas such as tax; finance; accounting; budgeting; auditing; insurance; quality control; purchasing; procurement; advertising; marketing; research; safety and health; personnel management; human resources; employee benefits; labor relations; public relations; government relations; computer network, Internet and database administration; legal and regulatory compliance; and similar activities.</i></p> <p><i>An employee may qualify for the administrative exemption if the employee's primary duty is the performance of work directly related to the management or general business operations of the employer's customers. Thus, employees acting as advisors or consultants to their employer's clients or customers — as tax experts or financial consultants, for example — may be exempt.</i></p>
Yes or No (please circle)	The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

*In general, the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The term must be applied in the light of all the facts involved in the employee's particular employment situation, and implies that the employee has authority to make an independent choice, free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The fact that an employee's decisions are revised or reversed after review does not mean that the employee is not exercising discretion and independent judgment. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources. The term "matters of significance" refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee's duties may cause serious financial loss to the employer.*

To qualify for the learned professional employee exemption, all of the following tests must be met:

<p><b>Learned Professional Exemption – Please circle yes or no in relationship to the non italicized statement (the italicized statements are meant to provide direction)</b></p> <p>_____ (list position)          _____ (your name and email)</p>	
<p>Yes or No (please circle)</p>	<p>The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;  <i>"Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.</i>  <i>"Work requiring advanced knowledge" means work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment. Professional work is therefore distinguished from work involving routine mental, manual, mechanical or physical work. A professional employee generally uses the advanced knowledge to analyze, interpret or make deductions from varying facts or circumstances. Advanced knowledge cannot be attained at the high school level.</i></p>
<p>Yes or No (please circle)</p>	<p>The advanced knowledge must be in a field of science or learning; and  <i>Fields of science or learning include law, medicine, theology, accounting, actuarial computation, engineering, architecture, teaching, various types of physical, chemical and biological sciences, pharmacy and other occupations that have a recognized professional status and are distinguishable from the mechanical arts or skilled trades where the knowledge could be of a fairly advanced type, but is not in a field of science or learning.</i></p>
<p>Yes or No (please circle)</p>	<p>The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.  <i>The learned professional exemption is restricted to professions where specialized academic training is a standard prerequisite for entrance into the profession. The best evidence of meeting this requirement is</i></p>

	<p><i>having the appropriate academic degree. However, the word "customarily" means the exemption may be available to employees in such professions who have substantially the same knowledge level and perform substantially the same work as the degreed employees, but who attained the advanced knowledge through a combination of work experience and intellectual instruction. This exemption does not apply to occupations in which most employees acquire their skill by experience rather than by advanced specialized intellectual instruction.</i></p>
--	---

---

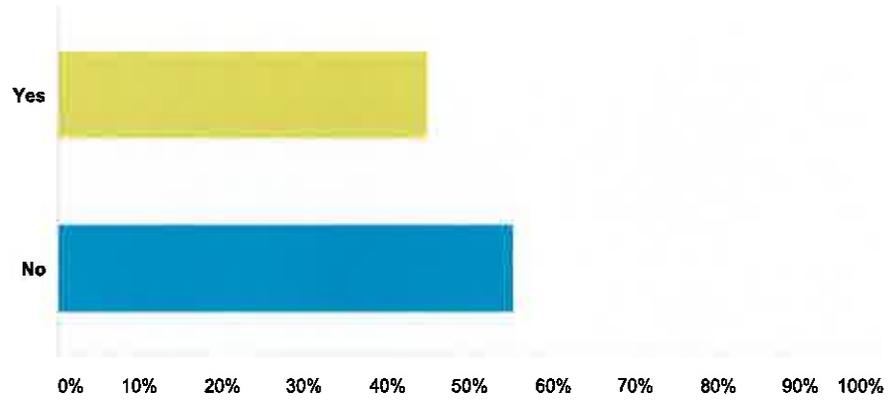
## APPENDIX 5 – Employee Survey Results



# City of Lansing Employee Survey

## Q1 Do you supervise employees?

Answered: 58 Skipped: 0

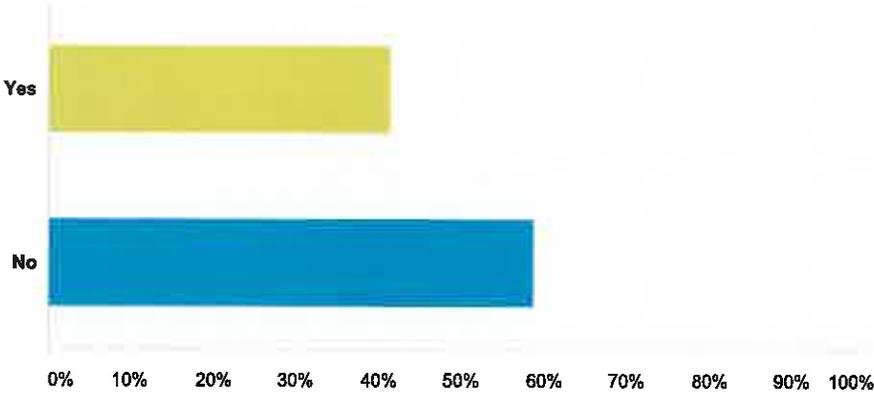


Answer Choices	Responses	
Yes	44.83%	26
No	55.17%	32
<b>Total</b>		<b>58</b>

City of Lansing Employee Survey

**Q2 Do you have another job in addition to employment with the City of Lansing?**

Answered: 58 Skipped: 0

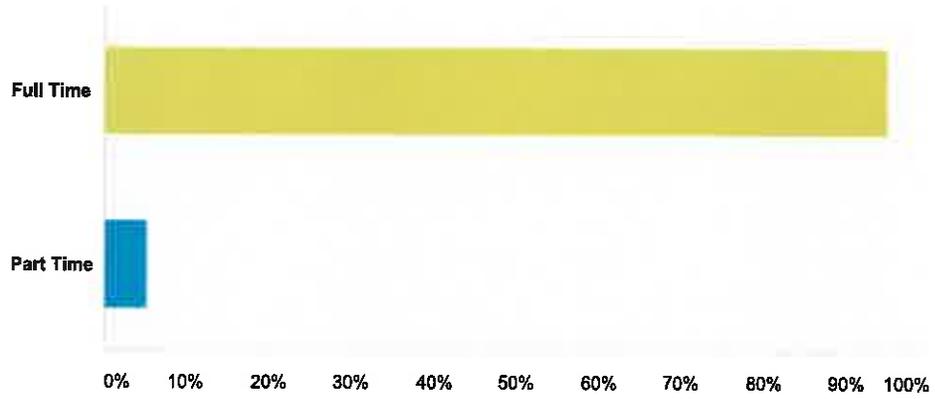


Answer Choices	Responses	
Yes	41.38%	24
No	58.62%	34
<b>Total</b>		<b>58</b>

# City of Lansing Employee Survey

## Q3 Are you currently Full Time or Part Time with the City?

Answered: 58 Skipped: 0

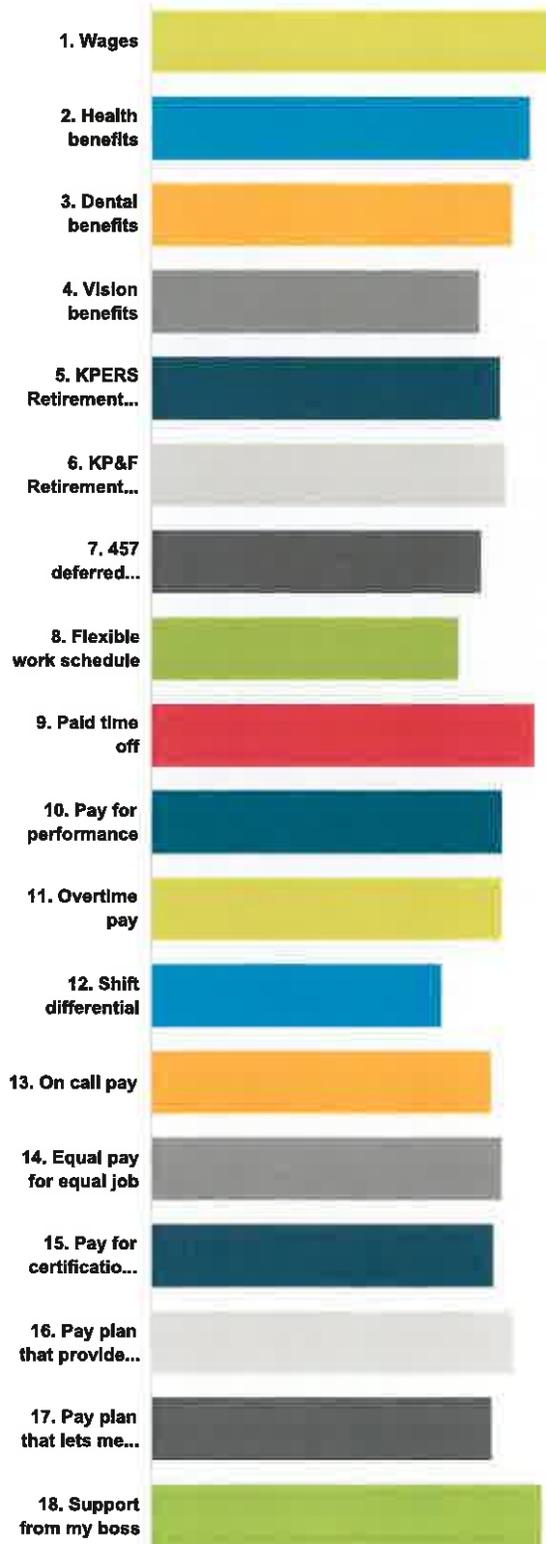


Answer Choices	Responses
Full Time	94.83% 55
Part Time	5.17% 3
<b>Total</b>	<b>58</b>

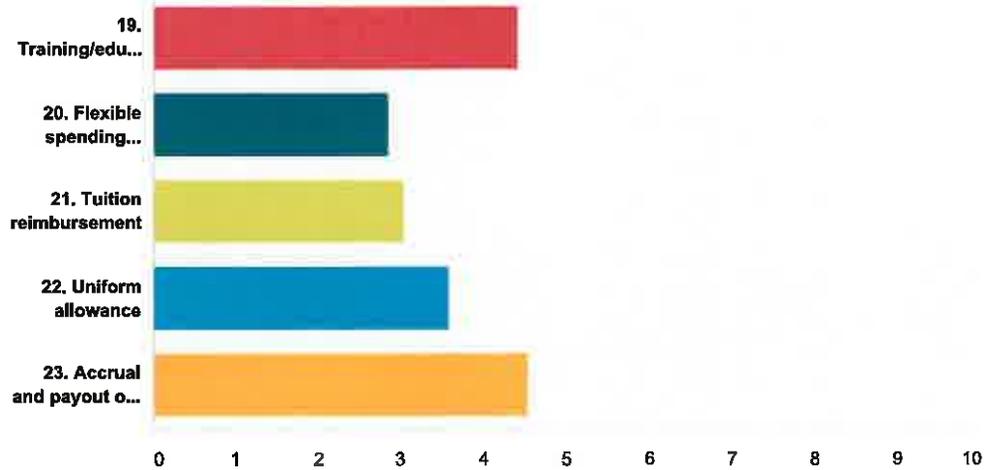
# City of Lansing Employee Survey

## Q4 Please review the items below and provide your feedback on how important these issues are:

Answered: 52 Skipped: 6



## City of Lansing Employee Survey



	Not Important	Somewhat Important	Not Sure	Important	Very Important	N/A	Total	Weighted Average
1. Wages	0.00% 0	0.00% 0	0.00% 0	13.46% 7	86.54% 45	0.00% 0	52	4.87
2. Health benefits	3.85% 2	1.92% 1	1.92% 1	15.38% 8	75.00% 39	1.92% 1	52	4.59
3. Dental benefits	1.92% 1	1.92% 1	1.92% 1	42.31% 22	50.00% 26	1.92% 1	52	4.39
4. Vision benefits	5.77% 3	9.62% 5	5.77% 3	36.54% 19	40.38% 21	1.92% 1	52	3.98
5. KPERs Retirement System	9.62% 5	1.92% 1	0.00% 0	30.77% 16	55.77% 29	1.92% 1	52	4.24
6. KP&F Retirement System	1.92% 1	1.92% 1	5.77% 3	15.38% 8	32.69% 17	42.31% 22	52	4.30
7. 457 deferred compensation account	3.85% 2	13.46% 7	11.54% 6	15.38% 8	50.00% 26	5.77% 3	52	4.00
8. Flexible work schedule	5.88% 3	13.73% 7	7.84% 4	33.33% 17	29.41% 15	9.80% 5	51	3.74
9. Paid time off	0.00% 0	1.92% 1	1.92% 1	25.00% 13	71.15% 37	0.00% 0	52	4.65
10. Pay for performance	3.85% 2	3.85% 2	1.92% 1	44.23% 23	46.15% 24	0.00% 0	52	4.25
11. Overtime pay	4.00% 2	4.00% 2	6.00% 3	30.00% 15	50.00% 25	6.00% 3	50	4.26
12. Shift differential	7.84% 4	1.96% 1	19.61% 10	15.69% 8	17.65% 9	37.25% 19	51	3.53
13. On call pay	3.85% 2	5.77% 3	5.77% 3	21.15% 11	38.46% 20	25.00% 13	52	4.13
14. Equal pay for equal job	3.85% 2	1.92% 1	7.69% 4	36.54% 19	48.08% 25	1.92% 1	52	4.25
15. Pay for certification(s)	1.96% 1	7.84% 4	5.88% 3	37.25% 19	41.18% 21	5.88% 3	51	4.15
16. Pay plan that provides upward mobility	1.92% 1	1.92% 1	3.85% 2	36.54% 19	53.85% 28	1.92% 1	52	4.41

### City of Lansing Employee Survey

17. Pay plan that lets me know where I will be in 5 years, 10 years	3.85% 2	1.92% 1	11.54% 6	38.46% 20	40.38% 21	3.85% 2	52	4.14
18. Support from my boss	0.00% 0	0.00% 0	1.92% 1	23.08% 12	75.00% 39	0.00% 0	52	4.73
19. Training/education for my job	1.92% 1	0.00% 0	1.92% 1	48.08% 25	48.08% 25	0.00% 0	52	4.40
20. Flexible spending account (medical savings/childcare)	19.23% 10	15.38% 8	28.85% 15	23.08% 12	7.69% 4	5.77% 3	52	2.84
21. Tuition reimbursement	11.54% 6	19.23% 10	23.08% 12	25.00% 13	9.62% 5	11.54% 6	52	3.02
22. Uniform allowance	11.54% 6	5.77% 3	15.38% 8	32.69% 17	23.08% 12	11.54% 6	52	3.57
23. Accrual and payout of vacation leave	1.96% 1	1.96% 1	3.92% 2	25.49% 13	66.67% 34	0.00% 0	51	4.53

## APPENDIX 6 – Policy Considerations



## **Pay Plan Policy Changes Sample**

- (a) A condition of any appointment above the minimum rate will depend upon the department's budgeted wage line item, the employee's documented experience and/or documented education, or documented certifications that make the employee's training time in the job minimal. The applicant clearly exceeds the minimum requirements for the position as set out in the official position description and clearly meets all of the preferred requirements for the position as set out in the official position description.
- Two years of additional education and/or job-related experience – 0-5% above the range minimum.
  - Three years of additional education and/or job-related experience – 5% to 7.5% above the range minimum.
  - Five years of additional education and/or job-related experience – 7.5% to 10% above the range minimum.

Appointment may be made below the minimum rate for the position if the person does not have the qualifications for the position. In those cases the appointment may be made at 10 percent below the minimum. When the person attains the qualifications outlined in the position, then the rate of pay will be adjusted to the minimum.

- (b) Appointment of qualified employees shall be at the range minimum if conditions of (a) above are not met. No employee shall be above the range maximum for their position. If an employee is above the range maximum (except as provided for in a demotion), the employee's rate of pay shall remain frozen above the range maximum until the range changes.