

Institute for Public Policy and Business Research
University of Kansas

Wage Survey and Labor Market Characteristics
for Lawrence/Douglas County

by

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TABLE OF CONTENTS

	<u>Page</u>
LIST OF TABLES	ii
EXECUTIVE SUMMARY	iv
INTRODUCTION	1
I. SCOPE AND METHOD OF SURVEY	1
1. Survey Design	2
2. Sampling Technique	4
3. Confidence Level	5
II. DESCRIPTION OF THE SURVEY POPULATION	7
1. Establishment Size and Type of Businesses	7
2. Job Training Procedures	9
3. Flexible Schedule Options for Employees	12
4. Length of Work Week and Overtime Work	14
5. Worker Turnover	17
III. AVAILABILITY OF LABOR	19
1. Educational Level of Employees	19
2. Employment of Students	21
3. Sex Composition of the Occupations Surveyed	25
4. Attracting Qualified Employees	26
IV. COMPENSATION AND WAGE STRUCTURE	28
1. Average Wage by Occupation	28
2. Minimum and Maximum Wages by Occupation	36
3. Wage Adjustments	41
4. Benefit Programs	42
APPENDIX A: Comparison of Compensation Data for Selected Metro Areas based on Data from the Bureau of Labor Statistics	45
APPENDIX B: University of Kansas and Kansas Civil Service Wage Information	60

List of Tables

	<u>Page</u>
Table 1: Survey Sample and Refusal Rate	5
Table 2: Survey Respondents and their Employment by Size Class	8
Table 3: Survey Respondents by Type of Business and Size Class	8
Table 4: Establishments Providing On-the-Job Training	10
Table 5: Percentage of Survey Respondents Using Government Training Programs	11
Table 6: Government Training Programs by Establishment Size	12
Table 7: Government Training Programs by Broad Industrial Category	12
Table 8: Work Schedule Options by Firm Size	14
Table 9: Work Schedule Options by Industry	14
Table 10: Percent of Establishments With Standard and Non-Standard Work Schedules by Occupation	15
Table 11: Percent of Establishments with Overtime Work by Occupation	16
Table 12: Turnover Rates in 1988 by Size of Establishment	18
Table 13: Turnover Rates in 1988 by Broad Industrial Category	18
Table 14: Educational Levels of Employees by Occupation	20
Table 15: Establishments Employing Students in 1988 by Size Class	22
Table 16: Establishments Employing Students in 1988 by Broad Industrial Categories	22
Table 17: Survey Respondents and Their Proportion of Student Employment by Establishment Size	23
Table 18: Survey Respondents and Their Proportion of Student Employment by Major Industrial Category	23
Table 19: Awareness of Use of the Kansas Career Workstudy Program	24
Table 20: Sex Composition of the Occupations Surveyed	26
Table 21: Recruiting New Employees with Appropriate Skills	27
Table 22: Average Hourly Wages by Occupation for Large Establishments	31
Table 23: Average Hourly Wages by Occupation for Medium-Sized Establishments	32
Table 24: Average Hourly Wages by Occupation for Small Establishments	33
Table 25: Average Hourly Wages by Occupation for All Survey Respondents	34
Table 26: Average Hourly Wages by Major Industrial Category	35
Table 27: Minimum and Maximum Hourly Wages by Occupation for Large Establishments	37
Table 28: Minimum and Maximum Hourly Wages by Occupation for Medium-Sized Establishments	38
Table 29: Minimum and Maximum Hourly Wages by Occupation for Small Establishments	39

List of Tables (Continued)

	<u>Page</u>
Table 30: Minimum and Maximum Hourly Wages by Occupation for All Survey Respondents	40
Table 31: Across-the-Board Wage Adjustments	41
Table 32: Employee Benefits by Establishment Size	43
Table 33: Type of Employee Benefits Provided by Survey Respondents	44
 <u>APPENDIX A:</u>	
Table A: Comparison of Average Hourly Wages in Selected Metropolitan Areas (MSA, CMSA, PMSA)	46
Table B: Average Hourly Wages for the St. Louis, Missouri- Illinois MSA for Selected Occupations	47
Table C: Average Hourly Wages for the San Francisco, California PMSA for Selected Occupations	48
Table D: Average Hourly Wages for the Raleigh-Durham, North Carolina MSA for Selected Occupations	49
Table E: Average Hourly Wages for the Jackson, Mississippi MSA for Selected Occupations	50
Table F: Average Hourly Wages for the Minneapolis-St. Paul, Minnesota-Wisconsin MSA for Selected Occupations	51
Table G: Average Hourly Wages in Topeka, Kansas for Selected Occupations	52
Table H: Average Hourly Wages for the Kansas City, Missouri- Kansas MSA for Selected Occupations	53
Table I: Average Hourly Wages for the Omaha, Nebraska-Iowa MSA for Selected Occupations	54
Table J: Average Hourly Wages for the Des Moines, Iowa MSA for Selected Occupations	55
Table K: Average Hourly Wages for the Denver-Boulder, Colorado CMSA for Selected Occupations	56
Table L: Average Hourly Wages for the Ann Arbor, Michigan PMSA for Selected Occupations	57
Table M: Average Hourly Wages for the Chicago, Illinois PMSA for Selected Occupations	58
Table N: Average Hourly Wages for the New York, New York- New Jersey PMSA for Selected Occupations	59
 <u>APPENDIX B:</u>	
Table I: University of Kansas Wage Information as of July 1, 1989	61
Table II: Comparison of Average Hourly Wages: University of Kansas vs. Douglas County	62
Table III: Kansas State Civil Service Basic Salary Plan, FY 1990	63
Table IV: Range Definition for Selected Occupations at the University of Kansas	64

EXECUTIVE SUMMARY

Wages and other labor market characteristics such as the availability of a well educated work force and the educational level of employees are factors that increasingly affect the locational and/or expansion decisions of companies. Moreover, human resources have been recognized by the state as one of the key strategic elements for economic development. Compiling up-to-date information on wages and relevant labor market characteristics is therefore a prerequisite in the community's effort to promote economic development. Recruiting and retaining companies is more successful when an accurate and objective database on the community's labor issues can be provided.

From another perspective, up-to-date wage information is important for local companies of all sizes to maintain a competitive wage structure. The data on basic labor market characteristics provides local companies with the information necessary to assess the potential of the Douglas County labor pool in terms of skill and educational levels of employees.

A comprehensive survey of 169 business and non-business establishments in Douglas County has been conducted to obtain data on wages and labor market characteristics. The main results and findings are:

1. Average hourly wages, an indication of the general level of employee pay a firm can provide for each occupation, vary considerably among firms. Tables 22 and 25 provide key wage information for the sixteen occupations studied. The median of average hourly wages by occupation can be used by employers to establish a midpoint for their pay ranges on which to base a competitive compensation policy.
2. Large and medium-sized employers in Lawrence/Douglas County appear to provide higher average hourly wages than small establishments for the majority of the occupations surveyed. However, for three of the sixteen

occupations, small establishments offer higher average wages. These findings need to be perceived with some caution because the sampling error rate is relatively high for small establishments.

3. For the majority of occupations surveyed, and especially for the secretarial and clerical jobs, average hourly wages are highest in the government sector, which is not only the major employer in the community but also a major competitor in the local labor market in terms of wage levels (see Table II in Appendix B). Surprisingly, manufacturing firms offer the highest pay for two occupations only: computer programmer and machinery mechanic. The service sector showed the highest average hourly wage for computer systems analysts. As expected, the retail sector offered the lowest pay for all the occupations surveyed.
4. Across-the-board wage adjustments have been granted by only 43 percent of all survey participants. However, some firms may have offered wage increases to individual employees based on performance and merit rather than across-the-board adjustments. For the period June 88 through June 1989 most pay increases were in the 3-5 percent range, reflecting the annual change in the Consumer Price Index.
5. Employee benefit programs, an important part of total compensation, vary considerably by establishment size. Employer's contribution to employee benefits range from the legally required minimum of approximately 8-10 percent of total compensation to a maximum of 40 percent. Generally, large employers in the community provide a more comprehensive benefit package.
6. The average wage level in Lawrence/Douglas County is significantly lower than in most larger metropolitan areas for which comparable data was available at the time of the survey (see Table A in Appendix A).
7. The presence of the university is putting some downward pressure on local

wages, especially in the secretarial, clerical and technical occupations. Although wages and salaries at the University of Kansas are above average for most of the occupations surveyed (see Appendix B), an increasing number of students as well as student and faculty spouses competing for jobs within the community help to drive wages down. Thus, the local labor market follows specific rules of supply and demand.

8. Survey participants have not placed much emphasis on job training although work force training is crucial for businesses to succeed. Less than one-third of the establishments surveyed stated they had provided on-the-job training for the occupations surveyed. Government training programs such as the Job Training Partnership Act and Kansas Industrial Training have been used by 13 and 6.5 percent of the establishments, respectively.
9. Most survey participants offer flexible work schedules to accommodate the needs of their employees. About 60 percent of the respondents have flexible hours, 27 offer job sharing, and 29 percent allow longer leaves for new parents.
10. The overwhelming majority of local establishments maintain a 40-hour work week for all of the occupations surveyed except retail sales clerks. Overtime work of 8 hours or more is restricted to a few occupations such as computer programmer, computer systems analyst, electronics technician, and to lower-skilled plant workers.
11. Worker turnover is exceptionally low, although student employment leads to higher turnover rates in individual establishments. About one-third of the survey respondents reported turnover rates of less than 10 percent, and over 50 percent had less than 20 percent in 1988.
12. The educational level of employees is favorably influenced by the University of Kansas which provides a pool of well-education workers for

their respective jobs: students, faculty and student spouses, workers with an incomplete college education and other individuals attracted by a university atmosphere. The majority of survey respondents employ workers which are qualified for their respective jobs in terms of educational level achieved. For instance, secretarial and clerical positions are often filled with workers who have some college education, or even a college degree.

13. Employment of students is an important aspect of the local labor market. It is common among 70 percent of the survey respondents, and among 85 percent of the large establishments. Usually, students make up less than 25 percent of total employment within a firm, but proportions of up to 100 percent in small retail businesses were reported. Although student employment is widespread, two-thirds of all survey participants are not aware of the Kansas Career Workstudy Program, a state funded initiative to provide career-related jobs for students. Only 13.5 percent of the respondents had ever used the program.
14. Attracting qualified employees was not perceived as a problem by local firms, overall. However, 30 percent of the survey respondents indicated that it was difficult to recruit qualified secretaries, and about 6 percent found it very difficult. Nearly 43 percent of the respondents had difficulties attracting qualified mechanics, and between 10 and 18 percent declared it was very difficult to hire well-qualified workers in the areas of electronic data processing and machine operations.
15. Comparing the employers' perceptions regarding labor availability with the amount of overtime work for each occupation indicates that there is a demand for technical and lower-skilled plant and maintenance workers in the community.

INTRODUCTION

At the request of the Lawrence Chamber of Commerce, the Institute for Public Policy and Business Research has conducted a wage survey among business and non-business establishments in Lawrence/Douglas County in order to obtain estimates on local compensation data for a selected number of occupations. Generally, wage surveys help organizations to establish and maintain a competitive compensation structure. In particular, this survey enables the Lawrence Chamber of Commerce to provide accurate and timely compensation data to local entrepreneurs and outside prospects for new business development in conjunction with the community's economic development marketing program.

To a certain extent, the compensation level in each community is tied to the availability of labor. The low unemployment rate in Douglas County (3.7 percent on average over the past three years) has frequently been cited as an indication for local labor market tightness, which generally limits the availability of quality labor and causes wages to rise.

This survey focuses on three major areas: (1) the characteristics of the establishments surveyed with regard to size, type of industry, training, schedule options, overtime work and worker turnover; (2) the availability of quality labor as perceived by local entrepreneurs; and (3) the wage and total compensation structure for the occupations studied, including benefit programs.

I. SCOPE AND METHOD OF SURVEY

The survey's primary intent was to provide compensation data on some key occupations based on a probability sample of establishments in Lawrence/Douglas County. In addition, the survey aimed at providing other employment information

relevant in order to portray the local labor market. The design of the survey required decisions on how to select the occupations and obtain a representative sample of establishments as a basis for generalizing survey results and for drawing conclusions. Since a proper sampling technique determines the reliability of the survey findings, special attention was given to the procedure of drawing a representative sample of establishments and to clearly stating sampling error and confidence level.

1. Survey Design

To develop an accurate picture of the local wage level, the survey covered establishments of various size in Lawrence/Douglas County and engaged in all industry sectors. Wage and employment information was obtained by mailing a comprehensive questionnaire to a sample of 517 establishments. A telephone follow-up was necessary to stimulate more responses.

A total of sixteen occupations in the professional, office, clerical, technical and skilled-worker categories was selected in accordance to the local labor market's demand. Information to determine the demand was provided by the local Job Service Center, a local personnel services firm and the Lawrence Chamber of Commerce. After a careful screening process a total of sixteen occupations were selected for the survey. When selecting the occupations, it was also intended to choose jobs that are widely distributed as well as jobs that vary in salary level. The number of occupations surveyed had to be limited as it demands a tremendous amount of time and data input from survey participants to complete a questionnaire requiring compensation data for various occupations. Thus, quantity was sacrificed for quality and accuracy of the survey data. In order to obtain consistency among the occupations surveyed, accurate job

descriptions were attached to each questionnaire so that companies could match their occupations with the job descriptions provided. Nevertheless, there were occupations for which job matching was more difficult (e.g. receptionist, see section IV.1).

The list of establishments from which the survey sample was selected was created using information from several sources: Chamber of Commerce membership lists, manufacturing, high technology and other business directories as well as a database provided by the Kansas Department of Human Resources. Establishments known to be missing were added and out-of-business establishments were removed from the original list, a review which was not practical for the large number of small establishments with less than 20 employees.

Establishments employing less than two workers were not surveyed since chances are high that these establishments would not have an incumbent for any of the occupations surveyed. This resulted in the elimination of about 600 small establishments with fewer than two employees. In addition, financial constraints made it feasible not to focus on establishments with fewer than two employees, since it was assumed such establishments would have a high refusal rate (see Table 1 to verify the assumption was reasonable). Moreover, it was assumed that the large and medium-sized establishments engage in more frequent hiring than small establishments and set the pace for pay increases in the community.

2. Sampling Technique

In order to obtain a "representative" sample of the total survey population, stratification of establishments by size is necessary to assure that the sample is not skewed in favor of any particular size class and to reduce the sampling error due to chance variation. For stratification, establishments were classified by employment size into three groups or strata: large (over 100 employees), medium-sized (20-100 employees) and small (2-19 employees).

At a 5 percent sampling error rate and a 95 percent confidence level, proper sampling would have required a random sample of 295 establishments from a total population of 1128 establishments. This would have been 98 establishments from each stratum. As Table 1 indicates there were only 33 large and 104 medium-sized establishments in the community. Thus, this common approach had to be abandoned. Instead, a sample was drawn from each stratum separately. Selecting a sample from each stratum separately required almost a 'complete census' of the stratum of large establishments. The same applied for the 104 medium-sized establishments. For the 991 small establishments, a probability sample of 285 establishments needed to be selected and responses obtained to provide a solid basis for drawing conclusions and making statistical generalizations based upon the survey results.

A drawback in working with three separate strata is that aggregate statistics on quantitative survey results such as average pay (Table 25) do not allow generalizations of the survey results, but can be used as broad indicators for local wage levels. However, the wage data presented in Tables 22-24 by size breakdown may be more meaningful to compensation managers of a company than aggregate totals.

3. Confidence Level

The findings are based on a total of 169 completed questionnaires from establishments which covered 61 percent of total nonfarm wage and salary employment in Lawrence/Douglas County. As can be seen from Table 1, large establishments returned 26 questionnaires, while medium-sized and small establishments returned 62 and 81, respectively. Since, the number of responses (valid cases) varied for each question it was not possible to attach weight factors to account for overrepresentation of certain size classes. The fact that the establishments surveyed did not employ the whole spectrum of occupations as well as incomplete responses caused significant variation in the number of responses.

Table 1: Survey Sample and Refusal Rate

Establishments	Number of Establ.	Survey Recipients*	Survey Respondents	Refusal Rate	Sampling Error
LARGE Over 100 Employees	33	33	26	21.3%	NA
MEDIUM 20-99 Employees	104	104	62	41.4%	NA
SMALL 2-19 Employees	991	380	81	78.7%	10.6%
TOTAL	1128	517	169	NA	NA

* The initial sample was based on a 5% sampling error rate at a 95% confidence level and a 25% refusal rate.

NOTE: Firms with less than two employees were not included in the survey because of their size.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

The reliability of the survey findings is usually reported by stating the sampling error at a certain confidence level. However, this was not practicable for the strata of large and medium-sized establishments because of their small population size. For the stratum of small establishments, a sampling error rate was determined based on the respondent sample of 81 firms (Table 1).

Overall, the reliability of the survey findings for large firms is very high. Since 79 percent of all large establishments in the community participated in the survey, the survey results should be highly accurate and reflect the actual wage structure in this size class. The response rate for the medium-sized establishments was 60 percent. For the small establishments, which had an unanticipated high refusal rate of 78.7 percent, the sampling error rate of the respondent sample amounts to 10.6 percent at the 95 percent confidence level. This means that in 95 out of 100 cases, the results of the survey could differ by more than 10.6 percent in either direction from what would have been obtained by surveying all small establishments in the community. As an example, an average pay figure of \$4.00 could differ by plus or minus \$.42 in 95 out of 100 cases. Since a sampling error rate of 10 percent is high, the survey results and the wage information for the category of small establishments should be perceived with some caution.

Nonsampling errors are expected to be low for the large and medium-sized establishments. These errors can arise due to false reporting or when respondents and nonrespondents form two different groups in terms of pay levels. A telephone follow-up gave reason to believe that most nonrespondents refused to participate because the wage survey was too time consuming, and not because they were firms with exceptionally low or high pay.

II. DESCRIPTION OF THE SURVEY POPULATION

The survey covered 169 establishments in Lawrence/Douglas County. All size classes and industrial categories are represented within the survey population. Establishment characteristics such as on-the-job training, work schedules and worker turnover, which are often related to labor availability and pay level, are also investigated in the following section.

1. Establishment Size and Type of Business

The size of survey participants ranged from 2 to 4000 employees with the University of Kansas being the largest establishment surveyed. Table 2 reveals the make-up by size class in full detail. The 169 establishments surveyed employ nearly 20,000 workers or approximately 50 percent of the total work force in Lawrence/Douglas County. The 26 large establishments that participated in the survey employ more than 16,000, about 40 percent of the total work force. Their importance in the labor market and in setting pay levels is evident. Table 3 shows a cross-classification by size and industrial category. As can be seen, the survey participants represent the whole spectrum of industries, including a few agricultural enterprises. Businesses in the service and retail trade categories, the latter including restaurants, made up the majority of establishments, followed by manufacturing. The government sector, a major competitor in the local labor market, was included in the survey for a comparison with the private-sector industries.

Table 2: Survey Respondents and their Employment by Size Class

Establishment Size	Number of Establishments	Number of Employees		
		Total	Full-Time	Half-Time
2-19 Employees	81	628	415	213
20-99 Employees	62	2,692	1,812	880
100 or more Employees	26	16,164	10,168	5,996
TOTAL	169	19,484	12,395	7,089

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 3: Survey Respondents by Type of Business and Size Class

Industry	Number of Firms	Size of Establishment		
		2-19 Employees	20-99 Employees	Over 100 Employees
Manufacturing	27	6	15	6
Construction	10	6	3	1
Transportation	3	1	2	0
Retail Trade	38	22	11	5
Wholesale Trade	5	4	0	1
Finance, Insurance & Real Estate	14	8	5	1
Services	57	28	23	6
Government	8	0	2	6
Other*	7	6	1	0
TOTAL	169	81	62	26

*Other industries include: agriculture and mining.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

2. Job Training Procedures

On-the-job training and government funded training programs do not appear to be a high priority for most establishments surveyed. On-the-job training is provided by less than 30 percent of all survey participants, and for some occupations this percentage is less than 10 percent. However, the overwhelming majority of establishments did not respond to the question regarding on-the-job training. There are several possible reasons for the lack of responses to this question: (1) the major focus in most establishments is not on human resources training; (2) the respondees had no comprehensive knowledge of the companies training efforts or did not know how to respond to the question; and (3) the establishment did not employ the corresponding occupation. There is evidence that some respondees had used the terms in-house training and on-the-job training interchangeably, the latter involving a planned and more cost-intensive program.

Table 4 summarizes the results about job training procedures by occupation within the establishments surveyed. Obviously, on-the-job training (in-house training) is more widespread for clerical and secretarial occupations than for technical and professional jobs. Between 16 and 27 percent of all secretaries receive some form of on-the-job or in-house training. For technical and professional jobs the proportion of establishments providing training drops to less than 15 percent.

Table 4: Establishments Providing On-the-Job Training
(or In-House Training)

Percent of Survey Participants

Occupation	Yes	No	Missing Cases
Receptionist	28.4	1.8	69.8
Retail Sales Clerk	17.8	0.0	82.2
Secretary A	26.6	1.2	72.2
Secretary B	16.0	0.6	83.4
Bookkeeper	28.4	1.8	69.8
Payroll Clerk	14.8	1.2	84.0
Data Entry Operator	15.4	0.6	84.0
Word Processor	7.7	0.6	91.7
Computer Systems Anal.	3.0	0.6	96.4
Computer Programmer	4.7	0.6	94.7
Electronics Technician	4.7	0.6	94.7
Mechanic (Machinery)	8.3	0.6	91.1
Warehouseman	11.2	0.0	88.8
Machine Operator	8.9	0.0	91.1
Assembler	8.9	0.0	91.1
Maintenance Carpenter	7.7	0.0	92.3

n=169

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Among the government funded training programs, the Job Training Partnership Act (JTPA¹), a federal job training program aimed at the disadvantaged and dislocated worker, had been used by 13 percent of all survey participants (Table 5). As can be seen from Table 6, large establishments made more extensive use of JTPA than the other size categories. About one third of all large establishments stated they had used the program compared to only 16.1 percent among the medium-sized establishments. The industry breakdown in Table 7 reveals that the government sector has the highest percentage regarding JTPA-usage.

¹Information about this program can be obtained from the Kansas Department of Human resources.

Manufacturing ranks second, followed by trade and services.

The Kansas Industrial Training program (KIT)², a state program to aid new and expanding industries in training new personnel, was used by only 6.5 percent of all survey participants. As for JTPA, the size breakdown in Table 6 shows that large establishments are also leaders in the usage of KIT. By industry, however, KIT is used mostly by manufacturing companies.

Since training is an important factor in developing more highly skilled workers, efforts to increase the use and knowledge of these assistance programs should be encouraged. However, JTPA and KIT may not be practical for some industries such as real estate agencies, medical offices, retail establishments and small services firms.

Table 5: Percentage of Survey Respondents Using Government Training Programs

Program	Percent
Job Training Partnership Act (JTPA)	13.0
Kansas Industrial Training (KIT)	6.5

n=169

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

²Information is provided by the Kansas Department of Commerce.

Table 6: Government Training Programs by Establishment Size

Establishment Size	Percentage of Survey Participants	
	JTPA	KIT
0-19 Employees	3.7	1.2
20-99 Employees	16.1	4.8
Over 100 Employees	34.6	26.9

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 7: Government Training Programs by Broad Industrial Category

Industry	Percentage of Survey Participants	
	JTPA	KIT
Manufacturing n = 27	18.5	18.5
Retail Trade n = 43	13.2	5.3
Services n = 57	12.3	3.5
Government n = 8	50.0	12.5
Other* n = 34	2.5	2.5

*Other industries include: agriculture, mining, construction, transportation, wholesale trade, finance, insurance & real estate.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

3. Flexible Schedule Options for Employees

More than 60 percent of all survey participants provide flexible work schedules for their employees. Table 8 shows that small and medium-sized establishments are more likely to offer flexible work schedules than large companies. As can be seen from Table 10 in the next section, part-time work is one of the most popular schedule options, offered mainly for retail sales clerks. The industry breakdown in Table 9 reveals that the retail trade and services categories have the highest proportion of establishments providing flexible

hours. This type of work arrangement is, of course, more practicable in these sectors. Overall, flexible work arrangements are emerging as a national trend as more companies seek to recruit and retain qualified employees. Retention is an important factor for most companies if they want to keep the trained and strong performing employees in their work force. For businesses in Lawrence, flexible schedule options are crucial in attracting female employees and student workers, a significant segment of the local labor pool.

Job sharing is less common among the establishments surveyed. Only 27.3 percent of all respondents to the question allowed it. It was again the small-size firm category demonstrating the highest proportion. The reason for the overall low proportion of establishments providing job sharing is the difficulty of matching partners in a job sharing arrangement. Among large national companies, job sharing is also among the least common forms of flexible work arrangements³.

Longer leaves for new parents is allowed by 29.36 percent of all respondents as a means to retain qualified workers. Often, parental leaves are followed up with a flexible time arrangement. Again, the small and medium-sized establishments outperformed the large companies in offering such an option. It is surprising that small establishments are more flexible in offering these arrangements despite their small size, while large companies have more problems in allowing such options. Since parental leaves are a key factor in retaining trained and qualified employees, companies need to be alert to the needs of their young employees.

³ Survey of 47 national companies by Catalyst a non-profit research group in New York.

Table 8: Work Schedule Options by Firm Size (Percent of Firms)

Establishments	n	Flexible Hours	n	Job Sharing	n	Longer Leave For New Parents
2-19 Employees	52	68.4	25	35.2	18	26.9
20-50 Employees	60	60.0	54	24.1	56	35.7
Over 100 Employees	24	41.7	25	12.0	24	20.8
ALL RESPONDENTS	160	61.3	150	27.3	147	29.3

n = Number of valid cases

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 9: Work Schedule Options by Industry (Percent of Respondents)

Industry	Flexible Hours	Job Sharing	Longer Leaves For New Parents
Manufacturing	46.2	28.0	37.5
Retail Trade	75.0	34.4	20.7
Services	72.2	20.4	34.6
Government	42.9	14.3	42.9
Other*	44.7	31.6	19.4

*Other industries include: agriculture, mining, construction, transportation, wholesale trade, finance, insurance & real estate.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

4. Length of Work Week and Overtime Work

As Table 10 reveals, there is a diversity of work schedules among the occupations surveyed. However, the standard work week of 40 hours' duration prevails for all but one of the occupations (retail sales clerk) in the vast majority of establishments which employ the occupation and responded to the

question. Twelve out of 16 occupations have a 40-hour work week in at least 75 percent of the cases. Compressed work schedules of 35 to 39 hours occur across the board for all but the professional and technical occupations. Extended work schedules were reported for such occupations as mechanic, electronics technician, assembler, maintenance carpenter, warehouseman and retail sales clerk. Part-time work with 20 hours and less is most common among retail sales clerks and other clerical occupations.

Table 10: Percent of Establishments With Standard and Non-Standard Work Schedules by Occupation

Occupation	n	Length of Work Week (hrs)					
		More Than 40	40 hrs	39-35	34-21	20 hrs	Less than 20 hrs
Receptionist	71	1.4	71.8	7.0	7.0	8.5	4.2
Retail Sales Clerk	29	3.4	44.8	10.3	27.6	10.3	3.4
Secretary A	61	1.6	80.3	4.9	8.2	3.3	1.6
Secretary B	44	0.0	86.4	9.1	4.5	0.0	0.0
Bookkeeper	80	2.5	76.3	3.8	3.8	8.8	5.0
Payroll Clerk	34	0.0	88.2	2.9	0.0	2.9	5.9
Data Entry Operator	35	2.9	71.4	2.9	5.7	8.6	8.6
Word Processor	15	0.0	73.3	13.3	13.3	0.0	0.0
Computer Systems Anal.	11	0.0	100.0	0.0	0.0	0.0	0.0
Computer Programmer	12	0.0	100.0	0.0	0.0	0.0	0.0
Electronics Technician	18	5.6	94.4	0.0	0.0	0.0	0.0
Mechanic (Machinery)	33	9.1	84.8	0.0	3.0	0.0	3.0
Warehouseman	27	3.7	88.9	3.7	0.0	3.7	0.0
Machine Operator	20	0.0	90.0	10.0	0.0	0.0	0.0
Assembler	20	5.0	80.0	10.0	5.0	0.0	0.0
Maintenance Carpenter	26	3.8	76.9	7.7	3.8	7.7	0.0

n = Number of Valid Cases

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Overtime work was significant among the occupations for which an extended work schedule was reported. Table 11 shows that overtime work for retail sales clerks can amount to 8 hours per week in 30.8 percent of the establishments which employ retail sales clerks and responded to the question. For computer programmers and computer systems analysts, it is common to work more than 8 hours overtime in 25 percent of the cases. For occupations such as electronics technician, mechanic, machine operator, assembler, and maintenance carpenter, weekly hours of overtime are significant, indicating a shortage of labor for these occupations.

Table 11: Percent of Establishments With Overtime Work by Occupation

Occupation	n	Overtime Per Week (hrs)				
		More Than 8	4-8	1-3	Less Than 1	No Overtime
Receptionist	34	0.0	5.9	20.6	2.9	70.6
Retail Sales Clerk	13	0.0	23.1	7.7	0.0	69.2
Secretary A	28	0.0	3.6	10.7	3.6	82.1
Secretary B	25	0.0	0.0	24.0	0.0	76.0
Bookkeeper	39	0.0	10.3	20.5	0.0	69.2
Payroll Clerk	18	5.6	0.0	22.2	11.1	61.1
Data Entry Operator	17	0.0	11.8	11.8	5.9	70.6
Word Processor	9	0.0	0.0	44.4	0.0	55.6
Computer Systems Anal.	4	25.0	0.0	0.0	0.0	75.0
Computer Programmer	4	25.0	0.0	0.0	0.0	75.0
Electronics Technician	7	14.3	28.6	14.3	0.0	42.9
Mechanic (Machinery)	18	16.7	27.8	22.2	5.6	27.8
Warehouseman	13	0.0	15.4	30.8	0.0	53.8
Machine Operator	12	16.7	16.7	33.3	8.3	25.0
Assembler	10	0.0	30.0	20.0	0.0	50.0
Maintenance Carpenter	14	0.0	35.7	14.3	0.0	50.0

n = Number of Valid Cases

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Comparing the data for overtime work with the information obtained from survey participants on how they perceive the problem of attracting qualified new employees (see Table 21) leads to the conclusion that there is a demand for workers in the field of electronic data processing and for lower-skilled workers in the community, especially machine operators.

5. Worker Turnover

Overall, Lawrence/Douglas County's turnover rates in 1988 were exceptionally low. Over 50 percent of all establishments that responded to the question had turnover rates of less than 20 percent. One third of the respondents reported turnover rates of less than 10 percent.

As Table 12 shows, turnover rates of more than 100 percent occurred in 5.1 percent of all cases in 1988. Only four survey participants are characterized by a record of 300 percent and above. High worker turnover occurred mostly in the retail sector, and in particular, in establishments which employ students at minimum wage and make high worker turnover part of their management policy. By industry, the trade and services sectors reported higher turnover rates than other broad industrial categories. Table 13 clearly reveals these differences.

Table 12: Turnover Rates in 1988 by Size of Establishment

Establishment Size	n	Less Than 10%	10-19%	20-49%	50-99%	100% or more
2-19 Empl.	72	37.5	20.9	23.7	16.7	1.4
20-50 Empl.	47	27.5	21.2	36.1	8.5	6.4
Over 100 Empl.	17	23.5	11.8	41.2	5.9	17.6
TOTAL	136	32.4	19.8	30.1	12.5	5.1

n = Number of valid cases.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 13: Turnover Rates in 1988 by Broad Industrial Category

Industry	Less Than 10%	10-19%	20-49%	50-100%	100% or more
Manufacturing n=25	32.0	20.0	40.0	4.0	4.0
Retail Trade n=32	18.8	21.9	31.3	18.8	9.4
Services n=44	36.4	15.9	29.5	11.4	6.8
Government n=6	33.3	50.0	16.6	0.0	0.0
Other* n=30	40.0	20.0	23.3	16.6	0.0

*Other industries include: agriculture, mining, construction, transportation, wholesale trade, finance, insurance and real estate.

n = Number of valid cases.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

III. AVAILABILITY OF LABOR

In addition to the wage and compensation information, the survey also included questions regarding the availability of a qualified work force in the community. The educational level of employees as well as the extent of student employment reveal some basic characteristics of the local labor market. The sex breakdown by occupation described in Section 2 indicates that females constitute an important segment of the labor pool. Section 3 gives some clues on how employers perceive the difficulty of attracting qualified new employees.

1. Educational Level of Employees

Except for a few cases of older workers, employees in the occupations surveyed had at least a high school education. Table 14 shows that in one-third to one-half of the establishments which responded to the question, clerical and secretarial workers had some college education, with a smaller percentage holding college degrees. Among the clerical occupations, bookkeepers were more likely to be college graduates. For professional occupations such as computer programmer, computer systems analyst and electronics technician, a college degree was cited as the highest educational level in 63.0, 46.2, and 17.9 percent of the cases, respectively.

Secretarial occupations are split with respect to educational levels between high school diploma and some college education. At the secretary-B level, the majority of respondents filled their positions with employees having some college education, and in 13.3 percent of the cases with college graduates.

As Table 14 further reveals, a few of the lower-skilled workers even have some kind of a college education. For occupations such as mechanic, maintenance

carpenter and warehouseman, an unfinished college education was reported in 14 to 20 percent of the cases.

The high percentage of establishments employing retail sales clerks having a college degree (9.8%), or some college education (41.5%), is surprising. A possible explanation is that survey respondents have considered student employees as having "some college education." Also, there might be special cases where college graduates accept such positions temporarily for various reasons.

Overall, the presence of the university appears to favorably influence the educational level of employees in each occupation. The fact that a relatively high proportion of employees in the secretarial, clerical and lower-skilled occupations have at least some college education is proof of the stated impact.

Table 14: Educational Levels of Employees by Occupation

Occupation	n	Percent of Respondents		
		High School	Some College	College Degree
Receptionist	92	64.1	30.4	3.3
Retail Sales Clerk	41	41.5	41.5	9.8
Secretary A	82	47.6	47.6	1.2
Secretary B	60	30.0	50.0	13.3
Bookkeeper	103	30.1	42.7	27.2
Payroll Clerk	59	39.0	39.0	13.6
Data Entry Operator	54	59.3	27.8	3.7
Word Processor	34	32.4	47.1	5.9
Computer Systems Anal.	26	11.5	19.2	46.2
Computer Programmer	27	14.8	7.4	63.0
Electronics Technician	28	21.4	32.1	17.9
Mechanic (Machinery)	40	62.5	20.0	2.5
Warehouseman	35	71.4	14.3	2.9
Machine Operator	33	72.7	6.1	3.0
Assembler	33	60.6	6.1	0.0
Maintenance Carpenter	35	60.0	17.1	0.0

n = Number of valid cases.

NOTE: Other levels of education and educational levels not known to the employer are not listed.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

2. Employment of Students and Awareness of the Kansas Career Workstudy Program

The majority of establishments in Lawrence employ students as part-time workers, but most survey respondents did not have any knowledge of the state funded Kansas Career Workstudy Program.

Of the total number of establishments who responded to the question, 70.4 percent reported that they hired student employees in 1988. Table 15 shows that more than 80 percent of the large and medium-sized establishments surveyed employ students. Among the small establishments only one half declared that they hired students in 1988. The industry breakdown in Table 16 reveals that all the establishments surveyed in the government sector hired student employees. In the retail trade category, 81.6 percent of all establishments employed students. The proportion is about 60 percent for manufacturing companies, services firms and establishments in the "other" category.

The proportion of student employment to total employment within a firm varies. The cross tabulation in Table 17 indicates that 40.5 percent of all respondents stated that up to 25 percent of their employees in 1988 were students. Establishments where students made up 25-50 percent of the workers made up 32.4 percent and those employing 51-100 percent constituted 18.9 percent. Some companies operated their businesses exclusively with students, especially smaller retail businesses and fast food enterprises.

Student employment, which is especially high in the retail sector, affects worker turnover and work schedule options offered by businesses. In fact, the highest turnover rates occur in establishments employing a high percentage of students. Furthermore, student employment puts some downward pressure on local wages, particularly in some clerical job categories.

Table 15: Establishments Employing Students in 1988 by Size Class

Firm Size		Percent of Respondents
2-19 Employees	n = 79	53.1
20-99 Employees	n = 61	87.1
Over 100 Employees	n = 26	84.6
ALL RESPONDENTS	n = 166	70.4

n = Number of valid cases

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 16: Establishments Employing Students in 1988 by Broad Industrial Categories

Industry		Percent of Respondents
Manufacturing	n = 27	63.0
Retail Trade	n = 37	81.6
Services	n = 56	68.4
Government	n = 8	100.0
Other*	n = 39	61.5

*Other industries include: agriculture, mining, construction, transportation, wholesale trade, finance, insurance and real estate.

n = Number of valid cases

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 17: Survey Respondents and Their Proportion of Student Employment by Establishment Size

Establishment Size	Proportion of Student Employment			
	Less Than 25%	25-50%	51-100%	0%
2-19 Employees n = 32	18.7	43.7	25.0	12.5
20-99 Employees n = 29	58.6	13.7	20.6	6.9
Over 100 Employees n = 13	53.8	23.0	23.0	0.0
ALL RESPONDENTS n = 68	40.5	32.4	18.9	8.1

n = Number of valid cases.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 18: Survey Respondents and Their Proportion of Student Employment by Major Industrial Category

Type of Industry	Proportion of Student Employment			
	Less Than 25%	25-50%	51-100%	0%
Manufacturing n = 11	54.5	18.2	9.1	18.2
Retail Trade n = 22	13.6	40.9	40.9	4.5
Services n = 20	50.0	35.0	5.0	6.9
Government n = 6	66.6	16.7	16.7	0.0
Other* n = 15	46.7	33.3	13.3	6.7
ALL RESPONDENTS	40.5	32.4	18.9	8.1

n = Number of valid cases.

*Other industries include: agriculture, mining, construction, transportation, wholesale trade, finance, insurance and real estate.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Awareness of the Kansas Career Workstudy Program among local establishments was not very widespread. Table 19 reveals that only 37.3 percent of the respondents had knowledge of the program, a state-funded initiative designed to provide economic incentives for off-campus employers to hire students for training in career-related positions⁴.

Overall, only 13.5 percent of the survey respondents had qualified for and actually used this assistance program in the past. The establishments that have used the program are mostly high-tech and services firms, pharmacies and medical enterprises.

Table 19: Awareness and Use of the Kansas Career Workstudy Program
(Percent of Respondents)

Industry	Firms Aware of the Program	Firms Using the Program
Manufacturing n = 26	29.6	11.1
Trade n = 36	36.1	16.2
Services n = 55	36.4	17.9
Government n = 7	57.1	14.3
Other* n = 38	42.1	5.1
ALL RESPONDENTS n = 161	37.3	13.5

*Other industries include: agriculture, mining, construction, transportation, wholesale trade, finance, insurance and real estate.

n = Number of valid cases

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

⁴ Information is provided through the Office of Student Financial Aid at the University of Kansas.

3. Sex Composition of the Occupations Surveyed

As expected, females constitute an important part of the local labor pool. As can be seen from Table 20, an overwhelming majority of secretarial occupations, including word processors, are held by females. Typically, females also occupy about 90 percent of the clerical jobs surveyed except for retail sales clerks.

The sex composition for occupations such as computer programmer is about half male and half female, a phenomenon that is attributable to the increasing number of females entering higher-skilled jobs. But females still make-up a substantial part of the labor pool in the lower-skilled job categories: nearly 68 percent of assemblers and 90 percent of all receptionists are females. Occupations generally held by males were maintenance carpenter, mechanic and electronics technician.

Table 20: Sex Composition of the Occupations Surveyed

Occupation	n	Percent Male	Percent Female
Receptionist	117	9.4	90.6
Retail Sales Clerk	350	41.4	58.6
Secretary A	191	5.2	94.8
Secretary B	47	0.0	100.0
Bookkeeper	152	9.9	90.1
Payroll Clerk	40	10.0	90.0
Data Entry Operator	69	14.5	85.5
Word Processor	20	5.0	95.0
Computer Systems Analyst	22	77.3	22.7
Computer Programmer	28	57.1	42.9
Electronics Technician	111	90.1	9.9
Mechanic (Machinery)	150	99.3	0.7
Warehouseman	311	76.2	23.8
Machine Operator	234	79.1	20.9
Assembler	811	32.2	67.8
Maintenance Carpenter	76	100.0	0.0

n = Number of job holders surveyed for each occupation.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

4. Attracting Qualified Employees

The vast majority of establishments did not complain about difficulties in recruiting new employees with appropriate skills for their respective occupations. Depending on the occupation, the survey respondents' perceptions of how difficult it is to attract qualified employees vary considerably. About one half of all establishments that employ receptionists, secretaries and clerical workers stated that it was not difficult to hire qualified personnel for the respective positions. Approximately 30 percent of the respondents indicated that it was difficult to recruit qualified secretaries, and about 6 percent found it very difficult. For occupations requiring lower skills such as machine operator and assembler, the percentage of respondents declaring that

it was very difficult to attract qualified labor was between 9.8 and 17.9, with a high percentage having no opinion. In the field of electronics and electronic data processing, a relatively high percentage of establishments stated it was very difficult to attract qualified employees. Obviously, attracting well-qualified workers in the lower-skilled and technical job categories creates more difficulties according to the survey participants.

The problem of hiring qualified low-skilled workers in Lawrence stands in contrast to the national trend of declining demand for such jobs as the future labor market requires more highly skilled workers. However, this mismatch between job demands and worker skills can be attributed to the fact that Lawrence is a college town with a larger pool of highly-skilled workers.

Table 21: Recruiting New Employees With Appropriate Skills

Occupation	n	Not Difficult	Difficult	Very Difficult	No Opinion
Receptionist	100	66.0	17.0	4.0	13.0
Retail Sales Clerk	49	44.9	24.5	4.1	26.5
Secretary A	84	56.0	28.6	6.0	9.5
Secretary B	69	40.6	34.8	5.8	18.8
Bookkeeper	103	52.4	31.1	3.9	12.6
Payroll Clerk	66	50.0	18.2	3.0	28.8
Data Entry Operator	63	50.8	15.9	1.6	31.7
Word Processor	42	42.9	19.0	2.4	35.7
Computer Systems Analyst	32	21.9	21.9	9.4	46.9
Computer Programmer	33	21.2	18.2	12.1	48.5
Electronics Technician	33	36.4	12.1	12.1	39.4
Mechanic (Machinery)	49	28.6	42.9	4.1	24.5
Warehouseman	42	57.1	11.9	2.4	28.6
Machine Operator	39	28.2	17.9	17.9	35.9
Assembler	41	39.0	14.6	9.8	36.6
Maintenance Carpenter	48	37.5	27.1	6.3	29.2

n = Number of valid cases.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

IV. COMPENSATION AND WAGE STRUCTURE

Compensation covers all direct and indirect earnings received by an employee. It is composed of direct pay as well as benefits, pay incentives, production bonuses and area wage differentials according to cost of living.

This survey focuses mainly on direct pay (hourly wages before payroll deductions). However, some insight on benefit programs can be obtained through the survey. In addition, information on recent wage increases was also compiled.

1. Average Wage by Occupation

While maximum and minimum pay is usually determined by a firm's compensation policy, the average wage indicates the general level of employee pay a firm can provide for each occupation. In particular, the median of average hourly wages provided through a wage survey can be used by firms to establish a midpoint for their individual grade system (see Tables 22-24).

In presenting wage data, the typical variation in pay levels among establishments suggests to focus on the mean, the median and the middle (interquartile) range of pay for each occupation rather than on the spread occurring in the community due to specific circumstances (e.g. receptionists in doctors offices as described in section IV.2⁵).

⁵The mean is computed for each occupation by totaling the earnings of all workers and dividing by the number of workers. The median divides a range of data in halves, so that one-half of the workers receive the same as or more and one-half receive the same as or less than the rate shown. The middle (interquartile) range is defined by the range of pay into which fall the middle 50 percent of firms. The data presentation in this report is comparable to the reporting system used by the Bureau of Labor Statistics in their area wage surveys publications (see Appendix).

Since the survey gathered wage data from individual establishments and not from individual employees, average hourly wages by occupation are reported based upon the number of establishments in Tables 22-24. However, a simple calculation allows for the presentation of the survey data based upon the number of employees (see Tables 26-28). The two reporting systems differ only slightly, but could reveal major deviations across establishment size classes. Overall, the two reporting systems ensure a focus on the labor market aspect on the one hand and actual average employee pay on the other.

Tables 22-24 show the wage data for each occupation by establishment size. Although the wage information for all survey respondents contained in Table 26 is not based on a true probability sample (see section I.3), it is presented to give a broad indication of local pay levels based on the 169 firms surveyed.

A comparison of Tables 22-24 shows that there is no external pay equity in the community. For most occupations the mean average hourly wages were highest in large establishments. For some high-earning occupations such as computer systems analyst and computer programmer, the medium-sized establishments offered the highest pay, but in this case the wage data is based on no more than two observations.

Comparing Table 22 with the wage data for selected metropolitan areas presented in Appendix A reveals that Lawrence/Douglas County fares significantly below average. Table A summarizes the wage data for Lawrence and selected metropolitan areas. Although it is not possible to provide a ranking, it is obvious that the Lawrence/Douglas County pay level is considerably lower than that of the fourteen other metropolitan areas. Apart from the biggest cities in the comparison such as New York, Chicago and San Francisco, pay levels in Lawrence/Douglas County were also lower than those of Topeka and larger-sized

cities with college towns such as Boulder, Colorado or Jackson, Mississippi. Unfortunately, wage data for comparable-sized cities was not available for 1988 or 1989 at the time of the survey.

A look at individual occupations reveals that Lawrence/Douglas County offers especially low pay for secretaries, electronics technicians, computer programmers, computer systems analysts, mechanics and maintenance carpenters. Wage data for retail sales clerks are not available, but are also assumed to be low.

Table 22: Average Hourly Wages by Occupation for Large Establishments
(Over 100 Employees)

Occupation	n	Mean	Median	Middle Range
Receptionist	18	\$ 6.65	\$ 6.74	\$5.42-7.00
Retail Sales Clerk	5	4.98	5.00	4.50-5.17
Secretary A	15	7.12	7.73	7.15-8.00
Secretary B	15	8.54	9.00	8.09-9.31
Bookkeeper	15	8.08	8.20	7.11-9.00
Payroll Clerk	13	9.14	9.50	7.93-10.45
Data Entry Operator	14	6.94	6.51	5.32-7.63
Word Processor	6	7.52	7.21	6.43-7.75
Computer Systems Analy.	9	14.14	15.13	10.95-16.79
Computer Programmer	10	11.12	11.07	9.63-12.02
Electronics Technician	7	11.73	12.05	11.63-12.80
Mechanic (Machinery)	12	10.54	9.83	8.96-12.52
Warehouseman	8	7.49	6.99	6.32-7.75
Machine Operator	3	8.57	8.20	NA
Assembler	5	6.17	5.03	5.01-6.42
Maintenance Carpenter	10	9.38	9.02	7.81-10.20

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 23: Average Hourly Wages by Occupation for Medium-Sized Establishments
(20-99 Employees)

Occupation	n	Mean	Median	Middle Range
Receptionist	22	\$ 5.79	\$ 5.50	\$4.40-7.00
Retail Sales Clerk	7	4.65	4.00	3.80-4.35
Secretary A	25	6.91	6.27	5.22-7.25
Secretary B	14	7.97	7.23	6.25-10.46
Bookkeeper	24	8.25	7.60	6.49-9.75
Payroll Clerk	9	7.33	7.00	5.10-8.24
Data Entry Operator	7	7.35	6.48	5.25-6.50
Word Processor	4	6.18	5.99	5.23-6.75
Computer Systems Analy.	1	16.83	16.83	NA
Computer Programmer	2	13.13	13.13	NA
Electronics Technician	5	9.94	9.50	8.50-9.50
Mechanic (Machinery)	8	9.34	8.80	6.48-10.47
Warehouseman	8	7.97	6.13	5.50-11.45
Machine Operator	7	8.79	8.25	7.70-9.00
Assembler	10	6.88	6.30	5.50-7.20
Maintenance Carpenter	8	11.30	11.13	9.86-14.08

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 24: Average Hourly Wages by Occupation for Small Establishments
(2 to 19 Employees)

Occupation	n	Mean	Median	Middle Range
Receptionist	23	\$ 6.25	\$ 6.00	\$4.75-7.00
Retail Sales Clerk	14	5.08	4.63	4.00-5.39
Secretary A	19	6.87	7.00	6.00-7.50
Secretary B	11	7.54	7.00	5.59-8.00
Bookkeeper	28	7.12	7.00	5.59-8.00
Payroll Clerk	6	8.35	8.75	7.50-10.00
Data Entry Operator	11	6.74	7.00	5.00-8.00
Word Processor	6	6.73	7.44	5.00-7.87
Computer Systems Analy.	2	12.43	12.43	NA
Computer Programmer	3	11.18	11.53	NA
Electronics Technician	4	8.22	8.68	8.50-8.85
Mechanic (Machinery)	5	8.25	9.00	7.50-9.75
Warehouseman	7	5.77	5.55	5.00-5.57
Machine Operator	6	9.03	9.00	8.00-9.00
Assembler	4	6.89	6.98	5.45-8.50
Maintenance Carpenter	4	7.33	7.15	4.30-10.00

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 25: Average Hourly Wages by Occupation for All Survey Respondents

Occupation	n	Mean	Median	Middle Range
Receptionist	63	\$ 6.20	\$ 5.88	\$5.15-7.21
Retail Sales Clerk	26	4.95	4.50	4.00-5.39
Secretary A	59	7.10	7.00	6.00-7.87
Secretary B	40	8.07	8.00	6.25-9.28
Bookkeeper	67	7.74	7.50	6.20-9.00
Payroll Clerk	28	8.39	8.39	6.31-10.00
Data Entry Operator	32	6.96	6.49	5.30-8.00
Word Processor	16	6.89	6.88	6.20-7.87
Computer Systems Analy.	12	14.08	15.74	10.95-16.79
Computer Programmer	15	11.40	11.53	10.00-12.50
Electronics Technician	16	10.29	9.94	8.50-11.53
Mechanic (Machinery)	25	6.70	9.66	7.60-11.01
Warehouseman	23	7.13	6.25	5.50-7.61
Machine Operator	16	8.84	8.63	7.70-9.88
Assembler	19	6.69	6.00	5.35-8.50
Maintenance Carpenter	22	9.71	9.93	6.86-11.00

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 26: Average Hourly Wages by Major Industrial Category

Occupation	Manufacturing	Services	Trade	Government	Other*
Receptionist	\$ 6.23	\$ 6.05	\$ 5.71	\$ 7.02	\$ 6.28
Retail Sales Clerk		4.15	5.12		5.95
Secretary A	7.53	6.85	5.95	7.65	7.50
Secretary B	8.06	8.38	5.65	8.62	7.93
Bookkeeper	7.98	7.88	6.25	8.66	8.34
Payroll Clerk	8.77	7.36	6.94	9.12	9.78
Data Entry Operator	7.32	6.95	4.91	8.56	8.18
Word Processor	6.66	7.03	5.00	8.06	6.30
Computer Systems Analyst	15.77	16.59	9.19	12.29	
Computer Programmer	12.52	12.14	9.07	11.48	8.66
Electronics Technician	9.35	10.18	8.50	12.26	14.85
Mechanic (Machinery)	10.41	8.55	9.45	9.63	9.76
Warehouseman	7.57	6.30	5.44	7.00	9.00
Machine Operator	8.65		7.00		10.95
Assembler	6.30		5.50		9.08
Maintenance Carpenter	9.69	9.21	7.81	8.32	12.18

n = Number of Valid Cases

*Includes agriculture, mining, construction, transportation, wholesale trade, finance, insurance and real estate.

NOTE: The mean average hourly wage is reported for each industrial category (see footnote 5).

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

2. Minimum and Maximum Wages by Occupation

Minimum and maximum wages for an occupation are generally tied to a firm's compensation policy and internal grade system based upon job evaluation such as an employee's experience on the job (seniority), merit, skills, and performance (work behavior, effectiveness) appraisals. For recruitment and hiring, wage ranges are important because they provide information on the starting pay of an employee and on potential earnings. Firms can use minimum and maximum pay as a concept for their own pay ranges.

Minimum and maximum pay data are presented in the following tables by establishment size. Mean, median and middle ranges are reported for size class, a reporting practice described in section IV.1.

As Tables 27-30 show, hourly wages can vary considerably for each occupation within the same establishment. Overall, there is a gap of \$3.00-5.00 between minimum and maximum wages. Receptionists and secretary-B positions have the widest gap on a relative scale. Wage level variations within a firm are usually the result of compensation policy, but are also attributable to the fact that the occupations surveyed were not always similar in complexity, although a detailed job description has been provided with the survey. For instance, a receptionist in a small establishment or in a physicians office appear to perform more complex duties (e.g. secretarial work, scheduling appointments, billing) than a receptionist at a large manufacturing plant, whose sole job content may be answering the telephone. Similarly, secretary-B positions may often involve tasks of an office manager.

Table 27: Minimum and Maximum Hourly Wages by Occupation for Large Establishments
(Based upon Firms)

Occupation	Minimum Pay			Maximum Pay			
	n	Mean	Median	Middle Range	Mean	Median	Middle Range
Receptionist	21	5.62	5.59	4.75-6.30	9.72	7.93	7.19-8.90
Retail Sales Clerk	6	4.26	4.10	3.80-4.20	6.36	7.00	5.50-7.02
Secretary A	16	6.37	6.65	5.95-7.21	9.42	9.19	8.84-10.37
Secretary B	16	7.00	7.17	6.34-7.79	11.23	10.81	9.34-13.42
Bookkeeper	17	6.73	6.62	5.50-8.00	9.77	9.23	8.54-11.43
Payroll Clerk	14	7.15	7.25	5.59-8.75	10.82	10.72	9.43-11.67
Data Entry Operator	15	5.73	5.74	5.00-6.30	8.37	8.13	7.54-8.42
Word Processor	6	6.34	6.19	5.78-6.43	9.17	8.86	8.37-8.93
Computer Systems Analyst	7	11.38	11.50	10.00-13.15	17.29	18.38	17.04-19.23
Computer Programmer	8	9.57	9.70	8.65-10.32	13.64	13.81	12.84-14.42
Electronics Technician	8	10.13	9.60	8.74-9.88	13.65	13.59	13.42-13.89
Mechanic (Machinery)	13	8.48	8.18	7.40-8.89	12.30	12.01	11.46-13.06
Warehouseman	11	6.32	5.75	5.23-6.64	9.81	10.15	7.86-11.30
Machine Operator	4	8.28	7.56	6.11-9.00	10.79	11.00	NA
Assembler	6	5.33	5.02	4.50-5.23	6.58	6.50	6.40-7.07
Maintenance Carpenter	12	7.76	7.45	6.50-8.53	11.05	11.43	9.37-12.01

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 28: Minimum and Maximum Hourly Wages by Occupation for Medium-Sized Establishments
(Based upon Firms)

Occupation	Minimum Pay			Maximum Pay			
	n	Mean	Median	Middle Range	Mean	Median	Middle Range
Receptionist	23	4.92	4.75	4.00-5.68	7.04	6.94	5.95-8.96
Retail Sales Clerk	7	4.30	3.50	3.35-4.00	8.67	7.50	5.00-8.50
Secretary A	23	5.72	5.34	4.00-6.25	8.13	7.50	6.50-8.61
Secretary B	15	6.80	6.50	6.00-7.81	9.02	8.56	6.50-9.75
Bookkeeper	20	6.73	6.11	5.75-7.61	8.98	8.02	7.00-9.04
Payroll Clerk	8	6.52	6.37	5.10-7.00	7.76	7.20	6.50-8.24
Data Entry Operator	6	5.56	5.40	4.60-5.76	8.98	7.70	6.70-10.00
Word Processor	3	5.82	5.65	NA	6.98	7.18	6.75-7.60
Computer Systems Analyst	1	13.94	13.94	NA	19.25	19.25	NA
Computer Programmer	1	10.34	10.34	NA	12.98	12.98	NA
Electronics Technician	2	7.08	7.08	NA	9.03	9.03	NA
Mechanic (Machinery)	8	8.20	8.46	6.21-8.95	11.05	11.75	8.78-13.50
Warehouseman	7	5.97	5.50	5.49-6.00	8.80	7.76	7.50-8.25
Machine Operator	6	6.22	6.25	5.00-6.50	10.39	11.00	9.05-11.50
Assembler	8	5.38	5.00	4.50-6.00	7.73	7.00	6.00-9.05
Maintenance Carpenter	8	9.01	9.19	8.50-10.00	13.25	14.09	12.00-15.25

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 29: Minimum and Maximum Hourly Wages by Occupation for Small Establishments
(Based upon Firms)

Occupation	Minimum Pay			Maximum Pay			
	n	Mean	Median	Middle Range	Mean	Median	Middle Range
Receptionist	14	5.05	4.90	3.85-6.00	7.58	7.06	5.00-8.00
Retail Sales Clerk	19	4.42	4.00	3.40-4.75	5.04	5.50	5.00-7.50
Secretary A	15	5.38	5.88	4.50-6.00	8.21	8.00	6.50-9.50
Secretary B	12	6.11	6.00	4.62-7.50	8.34	8.00	7.00-8.50
Bookkeeper	22	5.49	5.00	4.00-6.20	9.67	7.50	6.24-10.58
Payroll Clerk	8	5.25	4.81	4.50-6.00	9.54	9.50	6.24-10.00
Data Entry Operator	10	5.37	5.00	4.50-6.00	10.84	8.29	7.00-8.82
Word Processor	5	4.87	4.50	3.50-6.00	7.70	9.00	6.00-9.00
Computer Systems Analyst	1	7.00	7.00	NA	10.00	10.00	NA
Computer Programmer	1	7.00	7.00	NA	10.00	10.00	NA
Electronics Technician	3	5.00	4.50	NA	10.50	10.50	NA
Mechanic (Machinery)	6	7.92	7.00	6.50-7.00	11.08	10.50	NA
Warehouseman	11	4.75	4.50	3.50-5.25	6.59	6.10	5.50-6.50
Machine Operator	7	7.11	7.00	6.50-8.00	11.21	11.13	11.00-12.50
Assembler	5	5.00	4.50	3.50-8.00	9.65	11.00	11.00-11.75
Maintenance Carpenter	7	4.48	3.65	3.50-4.50	8.68	9.00	5.05-11.00

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 30: Minimum and Maximum Hourly Wages by Occupation for All Survey Respondents
(Based upon Firms)

Occupation	Minimum Pay			Maximum Pay			
	n	Mean	Median	Middle Range	Mean	Median	Middle Range
Receptionist	58	5/21	5.00	4.25-6.00	8.14	7.20	6.40-8.96
Retail Sales Clerk	32	4.36	4.00	3.50-4.75	6.62	6.00	5.00-7.50
Secretary A	54	5.82	5.97	4.50-6.50	8.52	8.25	6.92-9.68
Secretary B	43	6.68	6.73	5.00-6.50	9.77	9.10	7.95-11.43
Bookkeeper	59	6.27	6.00	4.50-7.00	9.47	8.70	7.00-10.58
Payroll Clerk	30	6.47	6.38	4.62-8.00	9.57	9.43	7.80-11.43
Data Entry Operator	31	5.58	5.73	4.60-6.43	9.30	8.08	7.00-9.00
Word Processor	14	5.70	5.87	5.05-6.43	8.10	8.58	7.54-9.00
Computer Systems Analyst	9	11.18	11.50	8.25-13.94	16.70	18.38	11.50-19.25
Computer Programmer	10	9.39	9.70	8.65-10.32	13.21	13.09	12.84-14.42
Electronics Technician	13	8.47	8.55	7.00-9.60	12.24	12.80	11.00-13.59
Mechanic (Machinery)	27	8.27	8.00	7.00-8.95	11.68	12.00	10.50-13.42
Warehouseman	29	5.64	5.49	4.50-6.00	8.41	7.63	6.20-10.15
Machine Operator	17	7.07	6.50	5.00-8.00	10.77	11.00	9.05-11.50
Assembler	19	5.26	4.80	4.50-5.69	7.94	6.79	6.00-9.05
Maintenance Carpenter	27	7.28	7.27	5.85-8.53	11.30	11.86	9.00-14.00

n = Number of Valid Cases

NOTE: For mean, median and middle range, see footnote 5 in the report.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

3. Wage Adjustments

A total of 72 establishments or 43 percent of all survey participants have granted across-the-board wage adjustments during the 12-month period prior to the survey. In most cases, adjustments were granted in January 1989.

Most pay increases were cost-of-living adjustments related to the change in the Consumer Price Index. Table 31 shows that wage increases ranged from less than 2 percent to more than 10 percent. About 43 percent of the establishments which granted adjustments have raised wages by 3-5 percent. However, a raise of 7 to 10 percent was granted by 27.8 percent of the respondents.

The conclusion is that most of the establishments surveyed granted wage increases that were below the annual change of the Consumer Price Index for the period investigated. Also, the majority of the 169 establishments surveyed did not grant wage adjustments at all.

Table 31: Across-the-Board Wage Adjustments
(Period July 88 through July 89)

Adjustment	Percent of Establishments Granting Pay Increases
Less than 2%	1.4
2.0 - 3.0%	15.3
3.1 - 5.0%	43.1
5.1 - 7.0%	6.9
7.1 - 10.0%	27.8
More than 10%	5.6

n = 72

CPI-U change for period July 88 through July 89 = 5.1% .

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

4. Benefit Programs

A very important component of the total compensation package is employee benefits, frequently referred to as fringe benefits.⁶ Employee benefits include legally required payments (FICA, UI, worker's compensation) and non-legally required benefits such as health, disability and life insurance, sick leave, vacation plan, paid rest periods and other in-kind contributions or services provided by employers.

Among the 108 establishments which responded to the question, employer's contribution(s) to the benefit package vary greatly. They range from the legally required minimum (approximately 8-10 percent) to a maximum of 40 percent of total compensation. The average was 16.4 percent and the median 15.0 percent. The majority of establishments contributed between 8 and 25 percent. Establishments with high benefit payments might be appealing to employees with an interest in tax shelter, whereas establishments with a minimum benefit package may deter workers from seeking employment.

Table 32 provides insight on employer's contributions to employee benefit programs. Generally, small establishments offer less benefits than larger firms. The majority of small establishments pay only the legally required benefits, which usually vary between 8 and 10 percent of an employee's total compensation depending on the occupation and type of establishment. Large establishments contribute between 20 and 40 percent in about 90 percent of all cases. The majority of medium-sized establishments offer a benefit package in

⁶ Benefits usually account for over 30 percent of total compensation costs for each employee. A survey of 1000 national companies on benefit costs conducted by the U.S. Chamber of Commerce showed that the employer's share of benefit payments amounted to 37.7 percent of payroll for each employee in 1985.

which the employer's share amounts to 10-30 percent of total compensation.

The type of benefits for which information was gathered in this survey are listed in Table 33, except for the legally required payments. Paid vacation and holidays are by far the most frequently provided type of benefits, followed by in-kind benefits such as Christmas bonuses, discount on establishment products, moving expenses and others. Only 65 percent of the respondents provide premiums for employee medical coverage and 49 percent for full family coverage. Sick leave is provided by 71 percent of all respondents.

As with wages, an acceptable benefit package will increase job satisfaction, prevent high worker turnover and deter high-quality workers from seeking employment with a different company.

Table 32: Employee Benefits by Establishment Size

Benefits as a Percent of Total Compensation	PERCENT OF RESPONDENTS		
	Large Firms n = 19	Medium Firms n = 37	Small Firms n = 52
8-10%	Legally Required Benefits		
11-20%	5.3	37.8	25.0
21-30%	47.4	21.6	17.3
31-40%	42.1	8.1	3.8

n = Number of Valid Cases.

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

Table 33: Type of Employee Benefits Provided by Survey Respondents

Type of Benefit	PERCENT OF RESPONDENTS			
	Total Firms	Large Firms	Medium Firms	Small Firms
Paid Holidays	83.8	96.0	84.2	79.2
Paid Vacation/Holiday	90.3	96.0	93.1	85.9
Paid Sick Leave	71.1	92.0	71.4	63.2
Paid Sick Leave to Care for Family Member	33.8	54.2	39.2	20.7
Paid Rest/Lunch Period	48.5	47.8	50.0	47.4
Pension Plan/Retirement Contribution	44.9	80.0	44.0	31.7
Life Insurance Premium	61.0	92.0	69.1	41.0
Medical Insurance Premium- Employee Only	68.9	82.6	73.5	60.3
Medical Insurance Premium- Family Coverage	54.3	76.0	60.0	40.0
Dental Insurance Premium- Employee Only	30.5	56.5	36.7	14.3
Dental Insurance Premium- Family Coverage	28.8	48.0	34.5	15.3
Disability Insurance	49.6	76.0	60.4	28.8
Continuing Education	40.9	44.0	48.0	33.9
Child Care Assistance	5.4	4.2	6.3	5.2
Other*	74.0	90.5	74.5	67.8

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

APPENDIX A

**Comparison of Wage Data for Selected Metro Areas
Based on Data from the Bureau of Labor Statistics**

For all large and a number of small metropolitan areas, the Bureau of Labor Statistics (BLS) provides pay information for a number of selected occupations published in its Area Wage survey series. The subsequent tables are compiled from this publication series. The content and layout of the tables have been modified so that hourly wages can be compared to the sixteen occupations of the Lawrence/Douglas County wage survey. The wage data presentation (overage, mean, middle range) is comparable for the two surveys.

A drawback for comparison is the lack of 1989 BLS wage data for some of the metro areas presented in this Appendix. It was not published or available at the time this report was completed. The problem with comparing 1988 and 1989 wage information may be countered by inflating the 1988 figures according to the change in the Consumer Price Index. This should reflect possible cost-of-living adjustments granted for 1989 and make wage data comparisons more meaningful.

TABLE A
 Comparison of Average Hourly Wages in Selected Metropolitan Areas (MSA, CMSA, PMSA)

Occupation	Wages in 1989												Wages in 1988																
	Lawrence KS	St. Louis MO-IL	San Francisco CA	Raleigh- Durham NC	Jackson MS	Minneapolis St. Paul MN	Topeka KS	Kansas City MO-KS	Omaha NE	Des Moines IA	Denver- Boulder CO	Ann Arbor MI	Chicago IL	New York NY	Lawrence KS	St. Louis MO-IL	San Francisco CA	Raleigh- Durham NC	Jackson MS	Minneapolis St. Paul MN	Topeka KS	Kansas City MO-KS	Omaha NE	Des Moines IA	Denver- Boulder CO	Ann Arbor MI	Chicago IL	New York NY	
Receptionist	\$ 6.65	\$ 6.21	\$ 9.34	\$ 6.16	\$ 6.74	\$ 7.36	\$ 5.61	\$ 7.13	\$ 6.54	\$ 6.36	\$ 7.00	\$ 6.84	\$ 7.88	\$ 8.30	\$ 6.65	\$ 6.21	\$ 9.34	\$ 6.16	\$ 6.74	\$ 7.36	\$ 5.61	\$ 7.13	\$ 6.54	\$ 6.36	\$ 7.00	\$ 6.84	\$ 7.88	\$ 8.30	
Retail Sales Clerk	4.98	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	4.98	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Secretary A	7.12	9.17	10.91	8.81	8.70	8.69	8.49	8.48	9.06	7.24	8.86	12.91	9.69	10.61	7.12	9.17	10.91	8.81	8.70	8.69	8.49	8.48	9.06	7.24	8.86	12.91	9.69	10.61	
Secretary B	8.54	11.59	12.85	11.20	11.00	10.38	10.29	10.73	10.10	9.68	10.93	11.00	11.71	12.99	8.54	11.59	12.85	11.20	11.00	10.38	10.29	10.73	10.10	9.68	10.93	11.00	11.71	12.99	
Bookkeeper	8.08	8.23	11.10	8.14	7.63	8.24	NA	7.80	7.61	NA	8.25	NA	8.75	10.05	8.08	8.23	11.10	8.14	7.63	8.24	NA	7.80	7.61	NA	8.25	NA	8.75	10.05	
Payroll Clerk	9.14	8.63	11.32	8.35	7.94	9.00	NA	8.18	8.04	NA	9.20	NA	9.23	10.64	9.14	8.63	11.32	8.35	7.94	9.00	NA	8.18	8.04	NA	9.20	NA	9.23	10.64	
Data Entry Operator	6.94	6.86	9.92	7.32	7.78	7.28	8.30	7.41	6.33	6.15	7.65	6.16	7.77	8.78	6.94	6.86	9.92	7.32	7.78	7.28	8.30	7.41	6.33	6.15	7.65	6.16	7.77	8.78	
Word Processor	7.52	7.85	11.37	8.50	7.30	8.77	8.15	8.15	6.78	6.99	8.80	7.09	9.81	10.57	7.52	7.85	11.37	8.50	7.30	8.77	8.15	8.15	6.78	6.99	8.80	7.09	9.81	10.57	
Computer Systems Analyst	14.14	18.52	20.91	20.72	16.54	18.33	NA	17.70	18.11	NA	18.42	NA	18.71	22.28	14.14	18.52	20.91	20.72	16.54	18.33	NA	17.70	18.11	NA	18.42	NA	18.71	22.28	
Computer Programmer	11.12	14.39	18.17	16.29	12.91	13.63	NA	13.90	13.58	NA	15.29	NA	14.45	16.36	11.12	14.39	18.17	16.29	12.91	13.63	NA	13.90	13.58	NA	15.29	NA	14.45	16.36	
Electronics Technician	11.73	14.15	17.88	12.33	11.84	13.95	15.25	14.88	12.39	13.20	13.41	12.32	14.65	14.79	11.73	14.15	17.88	12.33	11.84	13.95	15.25	14.88	12.39	13.20	13.41	12.32	14.65	14.79	
Mechanic	10.54	12.75	NA	12.09	14.73	14.11	13.87	13.31	12.65	11.83	13.88	16.71	14.19	11.63	10.54	12.75	NA	12.09	14.73	14.11	13.87	13.31	12.65	11.83	13.88	16.71	14.19	11.63	
Warehouseman	7.49	10.03	13.34	6.43	7.19	11.19	NA	9.17	9.94	NA	9.90	NA	10.81	9.86	7.49	10.03	13.34	6.43	7.19	11.19	NA	9.17	9.94	NA	9.90	NA	10.81	9.86	
Machine Operator	8.57	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	8.57	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Assembler	6.17	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	6.17	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Maintenance Carpenter	9.38	14.44	NA	12.83	NA	14.91	NA	12.43	NA	14.36	14.53	NA	16.32	14.72	9.38	14.44	NA	12.83	NA	14.91	NA	12.43	NA	14.36	14.53	NA	16.32	14.72	

NOTE: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Surveys.

TABLE B
 AVERAGE HOURLY WAGES FOR THE ST. LOUIS, MO-IL MSA
 FOR SELECTED OCCUPATIONS
 MAY 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	6.21	6.15	5.29 - 6.67
Retail Sales Clerk	NA	NA	NA NA
Secretary A	9.17	8.92	7.82 - 10.46
Secretary B	11.59	11.47	9.61 - 13.54
Bookkeeper	8.23	7.65	6.57 - 9.42
Payroll Clerk	8.63	8.03	6.86 - 9.39
Data Entry Operator	6.86	6.36	5.55 - 7.69
Word Processor	7.85	7.30	6.63 - 8.75
Computer Systems Analyst	18.52	17.97	16.04 - 20.91
Computer Programmer	14.39	14.35	12.66 - 16.06
Electronics Technician	14.15	15.76	11.51 - 16.36
Mechanic	12.75	12.55	11.10 - 14.37
Warehouseman	10.03	10.39	7.31 - 12.14
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	14.44	15.15	12.55 - 15.77

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE C
AVERAGE HOURLY WAGES FOR THE SAN FRANCISCO, CA PMSA
FOR SELECTED OCCUPATIONS
MARCH 1989

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	9.34	9.07	8.08 - 10.47
Retail Sales Clerk	NA	NA	NA NA
Secretary A	10.91	10.16	9.44 - 11.43
Secretary B	12.85	12.57	11.61 - 13.94
Bookkeeper	11.10	10.53	9.21 - 12.46
Payroll Clerk	11.32	11.23	9.46 - 12.46
Data Entry Operator	9.92	9.47	7.92 - 11.08
Word Processor	11.37	11.28	10.24 - 12.79
Computer Systems Analyst	20.91	20.46	18.23 - 23.66
Computer Programmer	18.17	18.10	15.27 - 20.83
Electronics Technician	17.88	16.36	16.36 - 22.03
Mechanic	NA	NA	NA NA
Warehouseman	13.34	14.46	9.40 - 16.72
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	NA	NA	NA NA

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE D
 AVERAGE HOURLY WAGES FOR THE RALEIGH-DURHAM, NC MSA
 FOR SELECTED OCCUPATIONS
 MAY 1989

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	6.16	5.65	5.65 - 6.82
Retail Sales Clerk	NA	NA	NA NA
Secretary A	8.81	8.79	7.59 - 9.59
Secretary B	11.20	11.07	10.04 - 12.35
Bookkeeper	8.14	7.75	6.85 - 9.37
Payroll Clerk	8.35	9.00	6.64 - 9.29
Data Entry Operator	7.32	7.14	6.50 - 8.00
Word Processor	8.50	7.93	7.21 - 9.04
Computer Systems Analyst	20.72	20.45	17.31 - 23.43
Computer Programmer	16.29	16.13	15.15 - 17.38
Electronics Technician	12.33	11.80	10.44 - 14.53
Mechanic	12.09	10.70	10.00 - 14.92
Warehouseman	6.43	5.90	5.25 - 6.55
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	12.83	11.59	11.59 - 12.79

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE E
 AVERAGE HOURLY WAGES FOR THE JACKSON, MS MSA
 FOR SELECTED OCCUPATIONS
 JANUARY 1989

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	6.74	6.78	6.23 - 7.70
Retail Sales Clerk	NA	NA	NA NA
Secretary A	8.70	9.28	7.49 - 9.75
Secretary B	11.00	10.85	10.32 - 12.16
Bookkeeper	7.63	7.18	6.14 - 8.61
Payroll Clerk	7.94	7.76	6.84 - 8.35
Data Entry Operator	7.78	7.64	6.54 - 8.77
Word Processor	7.30	6.90	6.55 - 8.08
Computer Systems Analyst	16.54	16.16	14.10 - 18.75
Computer Programmer	12.91	12.90	10.73 - 14.87
Electronics Technician	11.84	12.50	8.16 - 15.43
Mechanic	14.73	17.18	11.21 - 17.18
Warehouseman	7.19	6.50	5.98 - 7.70
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	NA	NA	NA NA

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE F
 AVERAGE HOURLY WAGES FOR THE MINNEAPOLIS-ST. PAUL, MN-WI MSA
 FOR SELECTED OCCUPATIONS
 FEBRUARY 1989

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	7.36	7.29	6.83 - 7.88
Retail Sales Clerk	NA	NA	NA - NA
Secretary A	8.69	8.61	8.08 - 9.24
Secretary B	10.38	10.22	9.42 - 11.19
Bookkeeper	8.24	7.97	7.09 - 9.11
Payroll Clerk	9.00	8.80	7.86 - 10.00
Data Entry Operator	7.28	7.00	6.27 - 8.10
Word Processor	8.77	8.68	7.44 - 9.56
Computer Systems Analyst	18.33	18.21	16.18 - 19.97
Computer Programmer	13.63	13.32	11.78 - 15.24
Electronics Technician	13.95	13.66	11.85 - 16.05
Mechanic	14.11	13.71	13.71 - 15.15
Warehouseman	11.19	10.43	10.43 - 11.70
Machine Operator	NA	NA	NA - NA
Assembler	NA	NA	NA - NA
Maintenance Carpenter	14.91	15.72	13.57 - 16.16

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE G
 AVERAGE HOURLY WAGES IN TOPEKA, KS
 FOR SELECTED OCCUPATIONS
 MAY 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>	
Receptionist	5.61	5.00	NA	NA
Retail Sales Clerk	NA	NA	NA	NA
Secretary A	8.49	8.33	7.42	8.95
Secretary B	10.29	9.88	8.68	11.61
Bookkeeper	NA	NA	NA	NA
Payroll Clerk	NA	NA	NA	NA
Data Entry Operator	8.30	7.54	5.38	13.28
Word Processor	8.15	7.14	6.06	9.70
Computer Systems Analyst	NA	NA	NA	NA
Computer Programmer	NA	NA	NA	NA
Electronics Technician	15.25	15.61	14.92	15.61
Mechanic	13.87	14.92	11.78	14.92
Warehouseman	NA	NA	NA	NA
Machine Operator	NA	NA	NA	NA
Assembler	NA	NA	NA	NA
Maintenance Carpenter	NA	NA	NA	NA

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE H
 AVERAGE HOURLY WAGES FOR THE KANSAS CITY, MO-KS MSA
 FOR SELECTED OCCUPATIONS
 SEPTEMBER 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	7.13	6.83	6.11 - 8.00
Retail Sales Clerk	NA	NA	NA NA
Secretary A	8.48	8.45	7.66 - 9.26
Secretary B	10.73	10.56	9.81 - 11.47
Bookkeeper	7.80	7.44	6.43 - 8.66
Payroll Clerk	8.18	7.89	6.40 - 9.46
Data Entry Operator	7.41	7.20	6.11 - 8.50
Word Processor	8.15	7.77	6.91 - 8.95
Computer Systems Analyst	17.70	17.28	15.13 - 20.01
Computer Programmer	13.90	13.64	11.53 - 15.84
Electronics Technician	14.88	15.40	14.19 - 16.36
Mechanic	13.31	13.04	11.31 - 15.46
Warehouseman	9.17	9.00	7.45 - 10.62
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	12.43	12.98	8.55 - 14.51

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE I
 AVERAGE HOURLY WAGES FOR THE OMAHA, NE-IA MSA
 FOR SELECTED OCCUPATIONS
 OCTOBER 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	6.54	6.45	5.90 - 9.35
Retail Sales Clerk	NA	NA	NA NA
Secretary A	9.06	7.97	7.29 - 10.97
Secretary B	10.10	9.27	8.48 - 10.97
Bookkeeper	7.61	7.01	6.10 - 8.40
Payroll Clerk	8.04	7.30	6.18 - 9.62
Data Entry Operator	6.33	5.86	5.41 - 6.71
Word Processor	6.78	6.54	5.68 - 7.49
Computer Systems Analyst	18.11	17.68	16.30 - 19.44
Computer Programmer	13.58	13.25	11.67 - 15.92
Electronics Technician	12.39	12.75	10.43 - 13.74
Mechanic	12.65	11.41	9.87 - 16.10
Warehouseman	9.94	9.96	7.65 - 12.49
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	NA	NA	NA NA

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE J
AVERAGE HOURLY WAGES FOR THE DES MOINES, IA MSA
FOR SELECTED OCCUPATIONS
JULY 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	6.36	6.37	5.25 - 6.97
Retail Sales Clerk	NA	NA	NA NA
Secretary A	7.24	7.02	6.55 - 7.90
Secretary B	9.68	9.38	8.35 - 10.98
Bookkeeper	NA	NA	NA NA
Payroll Clerk	NA	NA	NA NA
Data Entry Operator	6.15	6.00	6.00 - 6.30
Word Processor	6.99	6.79	6.06 - 7.99
Computer Systems Analyst	NA	NA	NA NA
Computer Programmer	NA	NA	NA NA
Electronics Technician	13.20	15.00	11.01 - 15.00
Mechanic	11.83	11.82	10.50 - 12.67
Warehouseman	NA	NA	NA NA
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	14.36	14.38	NA NA

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE K
AVERAGE HOURLY WAGES FOR THE DENVER-Boulder, CO CMSA
FOR SELECTED OCCUPATIONS
DECEMBER 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	7.00	6.49	6.00 - 8.00
Retail Sales Clerk	NA	NA	NA NA
Secretary A	8.86	8.74	8.01 - 9.58
Secretary B	10.93	10.80	9.54 - 12.03
Bookkeeper	8.25	7.94	6.85 - 9.33
Payroll Clerk	9.20	8.75	7.51 - 11.15
Data Entry Operator	7.65	7.35	6.30 - 8.60
Word Processor	8.80	8.77	7.89 - 9.49
Computer Systems Analyst	18.42	18.04	15.77 - 20.37
Computer Programmer	15.29	15.30	13.23 - 17.40
Electronics Technician	13.41	14.86	10.95 - 15.08
Mechanic	13.88	14.76	11.40 - 16.71
Warehouseman	9.90	10.00	7.48 - 12.60
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	14.53	14.86	14.07 - 14.86

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE L
 AVERAGE HOURLY WAGES FOR THE ANN ARBOR, MI PMSA
 FOR SELECTED OCCUPATIONS
 OCTOBER 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>	
Receptionist	6.84	6.64	NA	NA
Retail Sales Clerk	NA	NA	NA	NA
Secretary A	12.91	14.13	NA	NA
Secretary B	11.00	10.67	9.28	12.28
Bookkeeper	NA	NA	NA	NA
Payroll Clerk	NA	NA	NA	NA
Data Entry Operator	6.16	5.50	4.86	7.31
Word Processor	7.09	6.42	6.29	7.33
Computer Systems Analyst	NA	NA	NA	NA
Computer Programmer	NA	NA	NA	NA
Electronics Technician	12.32	11.86	10.96	14.43
Mechanic	16.71	16.99	16.82	16.99
Warehouseman	NA	NA	NA	NA
Machine Operator	NA	NA	NA	NA
Assembler	NA	NA	NA	NA
Maintenance Carpenter	NA	NA	NA	NA

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE M
AVERAGE HOURLY WAGES FOR THE CHICAGO, IL PMSA
FOR SELECTED OCCUPATIONS
JULY 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	7.88	7.41	7.17 - 8.53
Retail Sales Clerk	NA	NA	NA NA
Secretary A	9.69	9.50	8.15 - 10.87
Secretary B	11.71	11.47	10.11 - 13.05
Bookkeeper	8.75	8.23	7.23 - 9.92
Payroll Clerk	9.23	8.95	7.69 - 10.36
Data Entry Operator	7.77	7.51	6.67 - 8.79
Word Processor	9.81	9.40	8.45 - 10.77
Computer Systems Analyst	18.71	18.75	16.23 - 20.91
Computer Programmer	14.45	14.03	12.62 - 16.13
Electronics Technician	14.65	15.30	12.08 - 16.53
Mechanic	14.19	13.46	12.50 - 16.24
Warehouseman	10.81	10.20	7.77 - 13.93
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	16.32	16.34	13.58 - 19.50

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

TABLE N
AVERAGE HOURLY WAGES FOR THE NEW YORK, NY-NJ PMSA
FOR SELECTED OCCUPATIONS
MAY 1988

<u>Occupation</u>	<u>Mean</u>	<u>Median</u>	<u>Middle Range</u>
Receptionist	8.30	8.05	7.37 - 8.77
Retail Sales Clerk	NA	NA	NA NA
Secretary A	10.61	10.52	9.40 - 11.62
Secretary B	12.99	12.68	11.39 - 14.31
Bookkeeper	10.05	9.49	8.27 - 11.15
Payroll Clerk	10.64	10.50	9.33 - 11.86
Data Entry Operator	8.78	8.58	7.67 - 9.50
Word Processor	10.57	10.44	8.76 - 11.74
Computer Systems Analyst	22.28	22.26	19.40 - 25.07
Computer Programmer	16.36	16.23	14.19 - 18.15
Electronics Technician	14.79	14.68	11.05 - 18.57
Mechanic	11.63	12.22	9.50 - 12.89
Warehouseman	9.86	9.00	8.08 - 12.00
Machine Operator	NA	NA	NA NA
Assembler	NA	NA	NA NA
Maintenance Carpenter	14.72	14.91	13.30 - 16.18

Note: Wages for 1988 may be inflated by a 4-5% annual change in the Consumer Price Index, the basis for cost-of-living wage adjustments.

Source: Bureau of Labor Statistics, Area Wage Survey.

APPENDIX B

University of Kansas and Kansas Civil Service Wage Information

In order to understand the role of the University of Kansas as a competitor in the local labor market and the major employer in the community, local wage levels obtained through this survey are compared with wages offered by the University of Kansas. As a state institution, the University of Kansas gave permission to publish the wage information contained in the questionnaire submitted by the Division of Personnel Services. Tables I and II show that wages at the University of Kansas are above average for most of the occupations surveyed.

The Kansas State Civil Service Basic Salary Plan for FY 1990 with the respective pay range definitions is attached for a more comprehensive picture of pay levels offered to state employees. The plan provides wage information on some of the occupations surveyed, but also contains wage information on occupations that were not part of the survey.

TABLE I
University of Kansas Wage Information as of July 1, 1989

Occupation	Number of Employees		Pay Range			Length of Work Week (hrs)	Overtime work (hrs per week)
	Male	Female	Minimum Pay (\$ per hr)	Average Pay (\$ per hr)	Maximum Pay (\$ per hr)		
a. Receptionist	Not Available		\$6.68	\$7.00	\$9.40	40	
b. Retail Sales Clerk	until Sept. 1		Not Applicable				
c. Secretary A			7.37	7.75	10.37	40	
d. Secretary B			8.13	8.53	11.43	40	
e. Bookkeeper			8.13	8.53	11.43	40	
f. Payroll Clerk			8.13	8.53	11.43	40	
g. Data Entry Operator			Not Applicable				
h. Word Processor			7.37	7.75	10.37	40	
i. Computer Systems Anal.				28,500 annual - professional			
j. Computer Programmer				25,000 annual - professional			
k. Electronics Tech.			9.88	10.37	13.89	40	
l. Mechanic (Machinery)			8.53	8.96	12.01	40	
m. Warehouseman			7.37	7.75	10.37	40	
n. Machine Operator			Not Applicable				
o. Assembler			Not Applicable				
p. Maintenance Carpenter			8.53	8.96	12.01	40	

Source: Questionnaire of the Employment and Wage Survey conducted by the Institute for Public Policy and Business Research at the University of Kansas, Summer 1989.

TABLE II
 COMPARISON OF AVERAGE HOURLY WAGES:
 UNIVERSITY OF KANSAS VS. DOUGLAS COUNTY

Occupation	University of Kansas	All Survey Participants	Large Establishments
Receptionist	\$7.00	\$6.20	\$6.65
Retail Sales Clerk	NA	4.95	4.98
Secretary A	7.75	7.10	7.12
Secretary B	8.53	8.07	8.54
Bookkeeper	8.53	7.74	8.08
Payroll Clerk	8.53	8.39	9.14
Date Entry Operator	NA	6.96	6.94
Word Processor	7.75	6.89	7.52
Computer Systems Analy.	13.97	14.08	14.14
Computer Programmer	12.25	11.40	11.12
Electronics Technician	10.37	10.29	11.73
Mechanic (Machinery)	8.96	6.70	10.54
Warehouseman	7.75	7.13	7.49
Machine Operator	NA	8.84	8.57
Assembler	NA	6.69	6.17
Maintenance Carpenter	8.96	9.71	9.38

Source: Employment and Wage Survey for Lawrence/Douglas County, Institute for Public Policy and Business Research, The University of Kansas, Summer 1989.

TABLE III

KANSAS STATE CIVIL SERVICE BASIC SALARY PLAN
BASIC STEPS (HOURLY RATES)

Effective FY 1990

LONGEVITY STEPS

Entry Level
Three Years

Range No.	Step A	Step B	Step C	Step D	Step E*	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N	Step O
3	\$ 4.52	\$ 4.62	\$ 4.75	\$ 4.88	\$ 4.98	\$ 5.10	\$ 5.23	\$ 5.37	\$ 5.50	\$ 5.63	\$ 5.76	\$ 5.91	\$ 6.06	\$ 6.21	\$ 6.36
4	4.75	4.88	4.98	5.10	5.23	5.37	5.50	5.63	5.76	5.91	6.06	6.21	6.36	6.53	6.68
5	4.98	5.10	5.23	5.37	5.50	5.63	5.76	5.91	6.06	6.21	6.36	6.53	6.68	6.85	7.00
6	5.23	5.37	5.50	5.63	5.76	5.91	6.06	6.21	6.36	6.53	6.68	6.85	7.00	7.19	7.37
7	5.50	5.63	5.76	5.91	6.06	6.21	6.36	6.53	6.68	6.85	7.00	7.19	7.37	7.55	7.75
8	5.76	5.91	6.06	6.21	6.36	6.53	6.68	6.85	7.00	7.19	7.37	7.55	7.75	7.93	8.13
9	6.06	6.21	6.36	6.53	6.68	6.85	7.00	7.19	7.37	7.55	7.75	7.93	8.13	8.33	8.53
10	6.36	6.53	6.68	6.85	7.00	7.19	7.37	7.55	7.75	7.93	8.13	8.33	8.53	8.75	8.96
11	6.68	6.85	7.00	7.19	7.37	7.55	7.75	7.93	8.13	8.33	8.53	8.75	8.96	9.18	9.40
12	7.00	7.19	7.37	7.55	7.75	7.93	8.13	8.33	8.53	8.75	8.96	9.18	9.40	9.65	9.88
13	7.37	7.55	7.75	7.93	8.13	8.33	8.53	8.75	8.96	9.18	9.40	9.65	9.88	10.13	10.37
14	7.75	7.93	8.13	8.33	8.53	8.75	8.96	9.18	9.40	9.65	9.88	10.13	10.37	10.63	10.89
15	8.13	8.33	8.53	8.75	8.96	9.18	9.40	9.65	9.88	10.13	10.37	10.63	10.89	11.16	11.43
16	8.53	8.75	8.96	9.18	9.40	9.65	9.88	10.13	10.37	10.63	10.89	11.16	11.43	11.72	12.01
17	8.96	9.18	9.40	9.65	9.88	10.13	10.37	10.63	10.89	11.16	11.43	11.72	12.01	12.31	12.61
18	9.40	9.65	9.88	10.13	10.37	10.63	10.89	11.16	11.43	11.72	12.01	12.31	12.61	12.92	13.23
19	9.88	10.13	10.37	10.63	10.89	11.16	11.43	11.72	12.01	12.31	12.61	12.92	13.23	13.56	13.89
20	10.37	10.63	10.89	11.16	11.43	11.72	12.01	12.31	12.61	12.92	13.23	13.56	13.89	14.24	14.58
21	10.89	11.16	11.43	11.72	12.01	12.31	12.61	12.92	13.23	13.56	13.89	14.24	14.58	14.95	15.32
22	11.43	11.72	12.01	12.31	12.61	12.92	13.23	13.56	13.89	14.24	14.58	14.95	15.32	15.70	16.08
23	12.01	12.31	12.61	12.92	13.23	13.56	13.89	14.24	14.58	14.95	15.32	15.70	16.08	16.48	16.89
24	12.61	12.92	13.23	13.56	13.89	14.24	14.58	14.95	15.32	15.70	16.08	16.48	16.89	17.31	17.73
25	13.23	13.56	13.89	14.24	14.58	14.95	15.32	15.70	16.08	16.48	16.89	17.31	17.73	18.18	18.62
26	13.89	14.24	14.58	14.95	15.32	15.70	16.08	16.48	16.89	17.31	17.73	18.18	18.62	19.09	19.55
27	14.58	14.95	15.32	15.70	16.08	16.48	16.89	17.31	17.73	18.18	18.62	19.09	19.55	20.04	20.53
28	15.32	15.70	16.08	16.48	16.89	17.31	17.73	18.18	18.62	19.09	19.55	20.04	20.53	21.04	21.56
29	16.08	16.48	16.89	17.31	17.73	18.18	18.62	19.09	19.55	20.04	20.53	21.04	21.56	22.10	22.64
30	16.89	17.31	17.73	18.18	18.62	19.09	19.55	20.04	20.53	21.04	21.56	22.10	22.64	23.20	23.76
31	17.73	18.18	18.62	19.09	19.55	20.04	20.53	21.04	21.56	22.10	22.64	23.20	23.76	24.36	24.95
32	18.62	19.09	19.55	20.04	20.53	21.04	21.56	22.10	22.64	23.20	23.76	24.36	24.95	25.58	26.20
33	19.55	20.04	20.53	21.04	21.56	22.10	22.64	23.20	23.76	24.36	24.95	25.58	26.20	26.86	27.51
34	20.53	21.04	21.56	22.10	22.64	23.20	23.76	24.36	24.95	25.58	26.20	26.86	27.51	28.19	28.89
35	21.56	22.10	22.64	23.20	23.76	24.36	24.95	25.58	26.20	26.86	27.51	28.19	28.89	29.61	30.32
36	22.64	23.20	23.76	24.36	24.95	25.58	26.20	26.86	27.51	28.19	28.89	29.61	30.32	31.08	31.86

*Market Rate

TABLE IV

Definitions of Pay Ranges for Selected Occupations at the University of Kansas

Range #3:	Clerk I, Messenger
Range #4:	Clerk Typist I, Food Service Worker I
Range #5:	Custodial Worker, Laborer I
Range #6:	Clerk II, Food Service Worker II, Security Officer I, Switchboard Operator I
Range #7:	Data Entry Operator I, Clerk Typist II, Laboratory Technician I
Range #8:	Automotive Driver, Cashier, Cook I, Custodial Supervisor I
Range #9:	Data Entry Operator II, Office Assistant I, Switchboard Operator II
Range #10:	Account Clerk I, Cook II, Security Officer II, Utility Worker
Range #11:	Keyboard Operator I, Office Assistant II, Printer I, Sanitarian Technician I
Range #12:	Custodial Supervisor II, Data Control Technician I, Switchboard Operator III
Range #13:	Secretary I, Engineering Technician II, Keyboard Operator II, Office Assistant III
Range #14:	Laborer Supervisor, Library Assistant I, Patrol Officer
Range #15:	Secretary II, Bookkeeper, Keyboard Operator III, Office Assistant IV
Range #16:	Carpenter I, Equipment Operator II, Plumber I, Storekeeper III
Range #17:	Electronics Technician, General Maintenance Repair Technician II, Secretary III
Range #18:	Data Control Technician III, Mechanic II, Office Specialist, Office Supervisor
Range #19:	Accountant I, Electrician II, Executive Secretary, Plumber II
Range #20:	Data Control Technician IV, Electronics Technician II, Personnel Management Specialist I
Range #21:	Accountant II, Equipment Mechanic II, Management Analyst I, Social Worker II
Range #22:	Programmer II, Engineering Technician V, Registered Nurse II, Social Worker III
Range #23:	Administrative Officer II, Management Analyst II, Personnel Management Specialist II
Range #24:	Accountant III, Computer Operator Specialist, Personnel Officer III, Physical Therapist I
Range #25:	Architect II, Programmer III, Registered Nurse III
Range #26:	Administrative Officer II, Psychologist II, Speech Pathologist I
Range #27:	Accountant IV, Personnel Management Specialist III, Programmer IV
Range #28:	Physical Plan Supervisor III, Psychologist III, Registered Nurse IV, Systems Software Specialist
Range #29:	Personnel Administrator I
Range #30-36:	NA