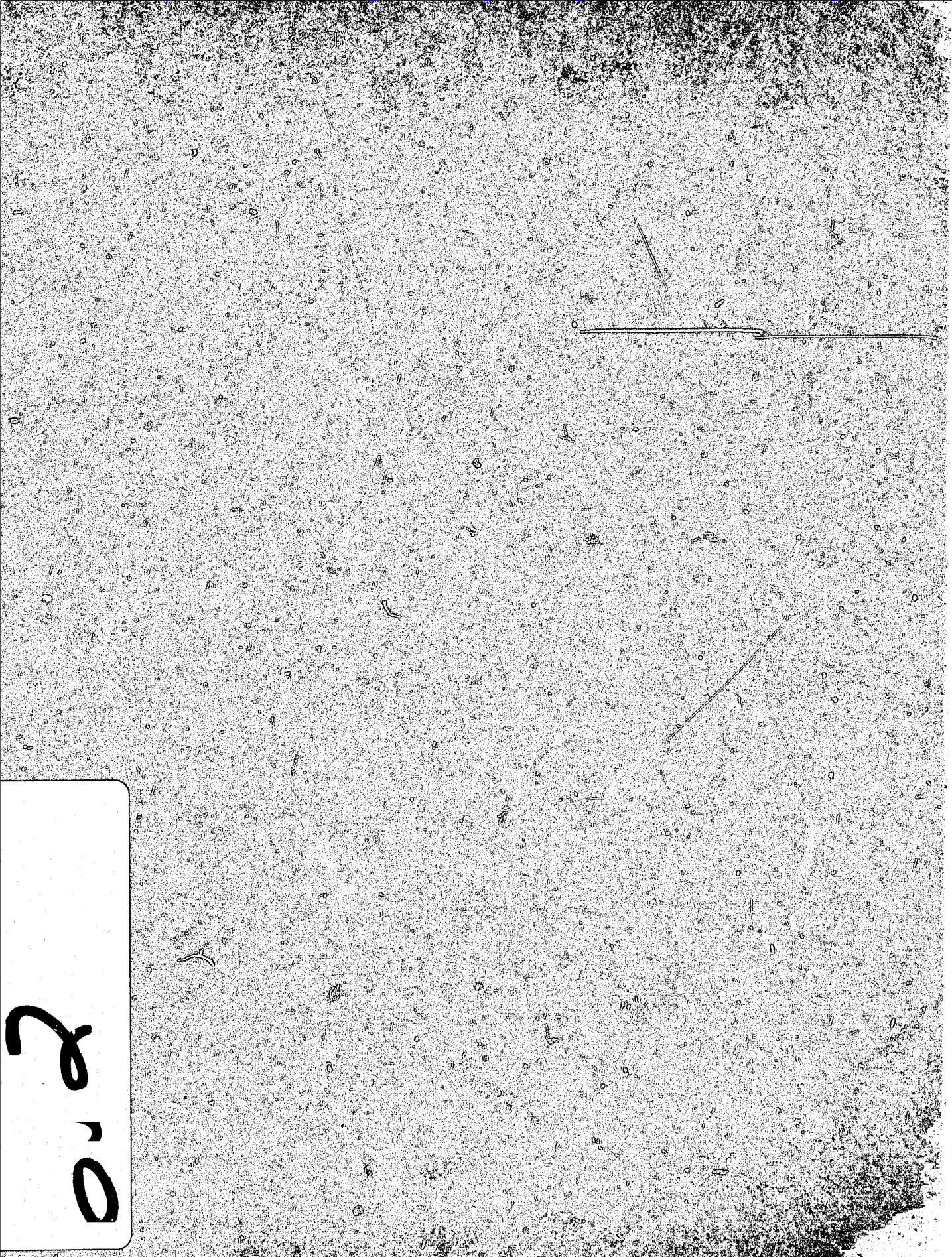


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)

POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT Evaluation of Pay Ranges for State Troopers

REPORT NUMBER 76-005-037

FOR Department of Public Safety, State of Iowa

Population: (For State) 2,892,907

Police Strength: (Sworn) 345

Square Mile Area: (Statewide)

CONTRACTOR Public Administration Service
1776 Massachusetts Avenue Northwest
Washington, D.C. 20036

CONSULTANT George Greisinger

CONTRACT NUMBER J-LEAA-002-76

DATE March 12, 1976

NCJRS

JUN 12 1980

ACQUISITIONS

68278

File
Rothstein

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Iowa Department of Public Safety

Schedule I - Present Pay Ranges . . . for Uniform and
Investigative Personnel

Schedule II - Pay Range Assignments for Uniform and
Investigative Personnel

}

I. INTRODUCTION

The following report addresses a technical assistance request to examine the pay administration practices of the Iowa Department of Public Safety. Particular attention is paid to certain pay practices which affect one division of the Department, namely, the Highway Patrol.

Department of Public Safety

The Iowa Department of Public Safety was created in 1939 by consolidating several State bureaus and divisions under one chief executive officer designated as the Commissioner of Public Safety. The Commissioner of Public Safety is appointed by the Governor and serves at his pleasure with the confirmation of the Senate.

The Department of Public Safety has major responsibility for law enforcement at the state level. Chart I illustrates the present day organization of the Department.

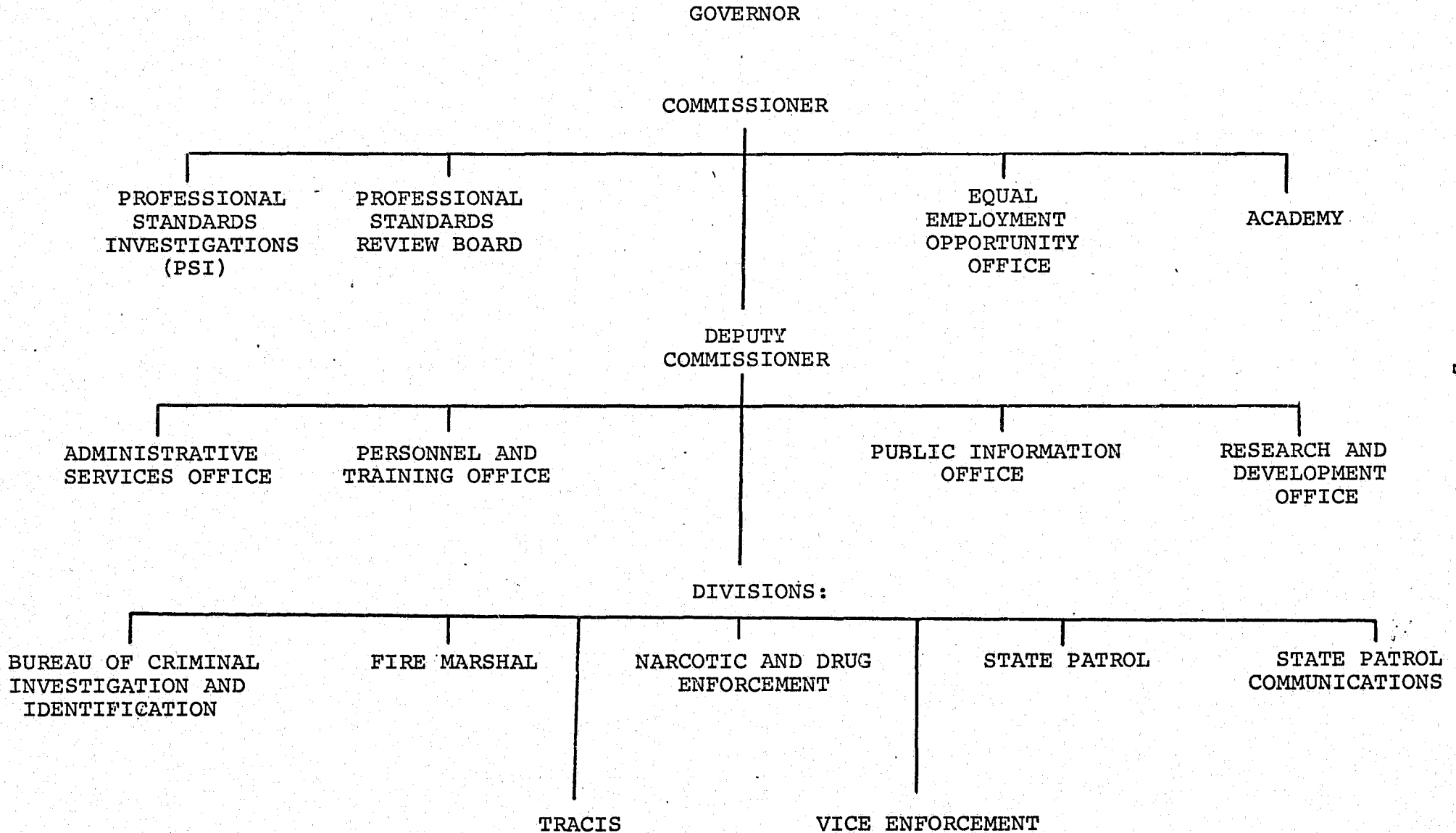
Iowa Highway Patrol

The Iowa State Highway Patrol is manned with 430 sworn peace officers and is the largest law enforcement division within the Department of Public Safety. Chapter 80 of the Iowa Code grants the Highway Patrol general police powers to enforce all state laws.¹ In practice, the primary mission of the Highway Patrol

¹Chapter 80, Section .9 "Duties of Department", Iowa State Code.

IOWA DEPARTMENT OF PUBLIC SAFETY CHAIN OF COMMAND (TABLE OF ORGANIZATION)

February, 1976



is to enforce all laws relating to traffic on Iowa's public highways. In fact, approximately 85% of patrol man-hours are expended on traffic enforcement and related responsibilities.².

Field Operations

Presently, the Highway Patrol maintains and operates 14 Post Headquarters located strategically (see Map I) throughout the State. The manpower requirements and geographic responsibility of each Post is determined by a number of factors including: population density, land area, and service demands which emphasize the presence or absence of Interstate Highways. Chart #2 shows the population figures and staffing patterns for each patrol post.

Patrol posts are headed by a post commander who holds the rank of lieutenant. The geographic distribution of patrol posts dictates that post commanders are provided wide latitude in administering enforcement activities within their patrol jurisdiction. Appendix A provides a description of the major duties and responsibilities for post commanders.

Post commanders are supposedly supervised by one of three "area" captains. Area captains have regional responsibility for coordinating the enforcement activities of four or five patrol posts. Their major duties include "coordinating" operational activities which overlap post boundaries and conducting field inspections to ensure operational consistency throughout the

².Iowa State Planning Agency, "1976 Iowa Plan", unnumbered manuscript.

DEPARTMENT OF PUBLIC SAFETY
IOWA HIGHWAY PATROL POSTS

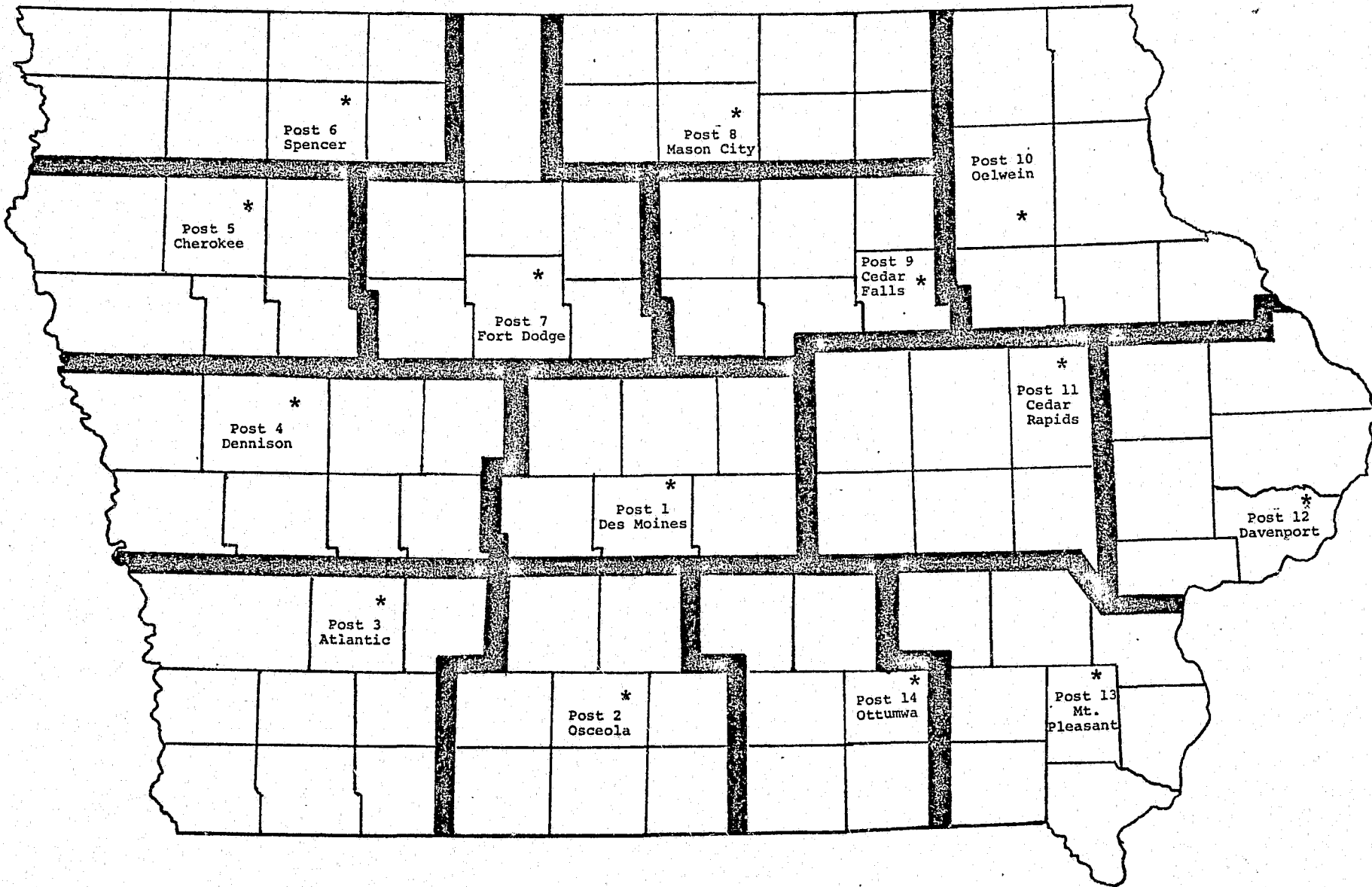


Chart #2

Population Figures and Staffing Patterns
for the Iowa State Highway Patrol Posts

February, 1976

AREA "A"

<u>Population</u>		<u>Manpower</u>		
Post 1	447,940	44 Troopers	1 Lt.	5 Sgts.
Post 2	163,037	22 Troopers	1 Lt.	2 Sgts.
Post 8	143,899	19 Troopers	1 Lt.	2 Sgts.
Post 9	222,228	23 Troopers	1 Lt.	3 Sgts.
Post 14	123,249	16 Troopers	1 Lt.	2 Sgts.
TOTAL	1,130,353	124 Troopers		

AREA "B"

<u>Population</u>		<u>Manpower</u>		
Post 3	180,773	31 Troopers	1 Lt.	3 Sgts.
Post 4	120,083	20 Troopers	1 Lt.	2 Sgts.
Post 5	190,389	20 Troopers	1 Lt.	3 Sgts.
Post 6	125,740	15 Troopers	1 Lt.	2 Sgts.
Post 7	146,540	20 Troopers	1 Lt.	2 Sgts.
TOTAL	763,525	106 Troopers		

AREA "C"

<u>Population</u>		<u>Manpower</u>		
Post 10	215,355	23 Troopers	1 Lt.	3 Sgts.
Post 11	312,594	38 Troopers	1 Lt.	3 Sgts.
Post 12	294,979	37 Troopers	1 Lt.	3 Sgts.
Post 13	176,101	17 Troopers	1 Lt.	2 Sgts.
TOTAL	999,029	115 Troopers		

State.³.

Practically, however, whenever a special need arises the post commander will usually handle the matter himself or seek direct assistance from the appropriate official at Department headquarters in Des Moines.

Post commanders are assisted in carrying out their administrative and command responsibilities by patrol sergeants who also hold the administrative title of assistant post commander. In addition to their normal supervisory duties, patrol sergeants frequently act as post commander in the lieutenant's absence. The generic title of assistant post commander rightfully reflects a greater degree of administrative and command responsibility than that typically associated with the rank of patrol sergeant. Appendix B describes the significant job duties for assistant post commander.

Formulation of Pay Policy - Department of Public Safety

The Iowa Merit Employment Department is the agency responsible for administering the "Merit Systems Pay Plan" for many of the State's departments and agencies. The authority of the Merit Employment Department does not extend over the Department of Public Safety, however, and most Public Safety employees are "exempt" from the State's merit system.

³.The Area Captain concept is a relatively new concept and consequently, the position duties and responsibilities have not been completely formulated.

Chapter 80, Section 8 of the Iowa Code states in part:

"The salaries of all members and employees of the department (Public Safety) and the expenses of the department shall be provided for by the legislative appropriation therefor. The Compensation of the members of the highway patrol shall be fixed according to grades as to rank and length of service by the commissioner with the approval of the governor."

Legally speaking, at least, the Commissioner of Public Safety, with the approval of the Governor, has responsibility for formulating and executing pay policy for the Department. In practice, however, the Commissioner attempts to follow the general pay policies established by the Merit Employment Department. In fact, the Department of Public Safety utilizes the "Merit Systems Pay Plan" and generally conforms to the policies established to regulate the plan.

Two other principle figures in the formulation and execution of pay policy are the state comptroller and the state's director of employee relations. The comptroller acts as chief budget officer to the Governor and has primary responsibility for budget preparation and control. The director of employee relations reports to the comptroller and is responsible for dealing with employee unions, and similar organized groups. Consequently, significant alterations to existing policies usually require the concurrence of the director of employee relations and comptroller before being submitted to the Governor.

Of course, all of the above-mentioned participants must function within the financial appropriations and legal guidelines set forth by the Iowa legislature.

II. UNDERSTANDING THE PROBLEM

The original request for technical assistance received by the consultant called for an "evaluation of pay ranges for state troopers, sergeants, post commanders and assistant post commanders in comparison to other management and personnel positions within the Department."

Initial interviews conducted by the consultant determined that Department officials were specifically concerned by two separate but closely-related pay problems.

First, it was felt that the "pay differential" between troopers, assistant post commanders, and post commanders did not provide sufficient monetary incentive for promotion. Consequently, Department officials felt they may not always be getting the best qualified candidates to compete for supervisory and command level positions.

Second, it was felt that the pay differentials between trooper, assistant post commander, sergeant and post commander were inappropriate because they did not adequately reflect the different work demands inherent in these positions.

Initial discussion between the consultant, the Commissioner and Deputy Commissioner quickly indicated that numerous other problems existed relative to the compensation practices of the Department. Among others, these problems included; (1) pay disparities between highway patrol personnel and investigative personnel, (2) pay disparities between rank levels, (3) question

as to the number of rank levels needed, and (4) pay disparities between assignments within ranks.

Recognizing the time limitations imposed on the technical assistance project the following course of action was determined to be most feasible.

The consultant would conduct a review and analysis of the Department's pay and related practices concentrating on those areas which affect the positions of trooper, assistant post commander, and post commander. Based upon this analysis, the consultant would provide two types of recommendations; General recommendations and Specific recommendations. General recommendations would address broad problem areas and provide "direction" for longer-term courses of action. Specific recommendations would address immediate problems and include practical courses of action which could be implemented in the very near future.

The following criteria were formulated to ensure the specificity and practicality of short-term recommendations.

Criteria of Specific Recommendations

1. Specific recommendations would address the problem area of "pay differential" between troopers, assistant post commanders, and post commanders.
2. Recommendations would be limited in scope and provide sufficient detail to enable the Department to undertake immediate implementation.

3. The cost implications resulting from the recommendations should not exceed \$100,000 per annum in order to be implemented within the 1976 fiscal year.
4. If possible, recommendations and alternative courses of action should be formulated on site and presented to the Commissioner and Director of Employee Relations in order to enhance their practicality and acceptance.

In summary, the specific recommendations were to lay out a short-term course of action which accommodated present budgetary, organizational and decision-making realities within which the Department must operate. At the same time, general recommendations were to be characterized by a higher degree of finality and appropriateness for longer-term solution.

III. ANALYSIS OF THE PROBLEM

In order to adequately address the problem areas identified, the consultant performed the following tasks.

1. Conducted individual and group interviews with key Department and State officials.
2. Conducted job audits with selected incumbents to gain a clear understanding of job duties, responsibilities and work demand levels. In order to ensure consistency, comparison evaluations were based upon six common job factors. The major job factors analyzed are presented in Appendix C.
3. Reviewed and analyzed Department organization charts and related statistical and pay records.
4. Reviewed and analyzed pertinent chapters and sections of the (1) Iowa State Code, (2) 1976 Iowa State Plan and the Department's current personnel rules and regulations.
5. Reviewed and analyzed current pay schedules and related pay records.

General Pay Administration - Department of Public Safety

An analysis of the Department's general pay administration practices was conducted to determine if provisions were made for the following key elements.

1. A sound organizational framework and clear-cut allocation of responsibilities for handling pay matters.
2. Adequate provisions to conduct, maintain and update job descriptions and evaluations.
3. Formal written documentation and continuous monitoring of the pay plan to ensure it is consistent with pay policy and modern principles of pay administration.
4. Periodic conduct of salary and benefit surveys to ensure the pay structure reflects living costs, labor market conditions, employee recruiting and turnover experience and related factors.
5. Maintenance of personnel records and processing and recording of salary changes, performance evaluations and similar personnel transactions.

While the Commissioner of Public Safety has responsibility for formulating pay policy, responsibility for the day-to-day administration of pay matters is not easily defined.

Generally, the Department's personnel and training office has responsibility for maintaining personnel records, processing and recording salary changes and facilitating other similar personnel transactions.⁴ Actually, it may be more appropriate to state that the personnel and training office has a "shared responsibility" in these areas since some of the above activities are also handled by line units within the Department.

⁴.The Personnel and Training Office has a larger role to fulfill relative to other personnel matters dealing with selection, promotion, training, etc., but these areas are not dealt with in this study.

The Department does not have a position classification plan containing an up-to-date description of job duties and responsibilities. A general description of position duties are set forth in duty manuals which are presumably maintained by each division. At any rate, present duty descriptions are inadequate for pay and classification purposes.

Similarly, the Department does not conduct wage and salary surveys on a regular and systematic basis. The most recent pay survey conducted by the Department was undertaken in 1973. Reportedly, pay surveys were conducted independently by the Highway Patrol and Bureau of Criminal Investigation and resulted in the adoption of separate and largely incompatibly pay plans.

The Pay Plan

As stated earlier in this report, the Department of Public Safety utilizes the Merit Systems Pay Plan formulated by the Iowa Merit Employment Department. The portion of that plan which concerns this study is illustrated in Schedule I.

The salary plan portrayed in Schedule I is commonly referred to as an integrated step increase plan. Briefly, the pay plan consists of a series of overlapping (integrated) pay ranges. Each pay range consists of eight pay steps. In this particular plan a 4.5 to a 4.8 percent differential between steps is common although the consultant did find one unusual step increase (range 30 step 2 to 3) that represents a 2.9 percent increment.

Generally, each job class (rank) is assigned to an appropriate pay range. Schedule II illustrates the pay range assignments for highway patrol and investigative positions which are of central concern to this study. Supposedly, step increases are awarded on the basis of an employee's competence and performance. Actually, step increases are usually awarded "across the board" to all employees and on an automatic basis.

Another distinguishing feature of the present pay plan is that initial step increases are given more rapidly than later ones. Thus, the first two increments are given on a six month basis; the next three increments are awarded on an annual basis; and the final three increments are awarded every two years.

The only exception to the procedures outlined above are the pay arrangements provided for the trooper/investigative classes. Unlike other classes, these positions are provided with extended pay ranges consisting of 13 pay steps. Ordinarily, one step increases are automatically awarded every six months until roughly the fourth year of service. At that time, pay increases are handled in the manner described above.

Pay and Promotional Practices

The following sections outline several pay and related practices which bear upon the problems set forth in Chapter II of this report.

Promotions

In order to be eligible for promotion from trooper to the rank of sergeant, an officer must have a minimum of eight years

of service with the Department. Promotions to ranks higher than sergeant require a minimum of one year in grade.

In addition, officers receiving promotions to higher ranking field positions are required to relocate to a new patrol post. Because the moves are being made for the convenience of the Department, basic moving expenses are paid by the State. Officers who are promoted to the rank of sergeant or lieutenant are granted a one step (about 4.5 percent) pay increase. Although amounts may vary slightly, this usually means an increase in gross pay of about fifty dollars per month.

Interviews conducted by the consultant consistently indicated that an alarming number of qualified personnel are choosing not to participate in the promotional process because of (1) the undesirability of the "move upon promotion policy", and (2) the insufficient pay differential awarded upon promotion.

Analysis of available data lends support to the contention that the Department is experiencing a very low level of participation in its promotional processes. In the last examination, for example, only 20% of those officers potentially eligible for promotion to sergeant opted to participate in the promotional process.

Longevity and Speciality Pay

In addition to their basic salary, all uniform and investigative personnel receive longevity pay according to the following formula:

5 years of service - additional \$25.00 per month
10 years of service - additional \$50.00 per month
15 years of service - additional \$75.00 per month
20 years of service - additional \$100.00 per month

Troopers who serve as aircraft pilots receive an additional \$50.00 per month in speciality pay. As discussed earlier, fifty dollars per month is comparable to the amount increase a trooper can be expected to realize upon promotion to sergeant. Conceivably, therefore, a trooper pilot promoted to the rank of sergeant would not immediately realize additional monetary gain since sergeants do not ordinarily serve as aircraft pilots.

Cost of Living Increases

Pay adjustments necessitated by rising living costs are usually handled through the legislative appropriation process. Reportedly, it has been the recent practice of the legislature to grant cost-of-living increases using a declining percentage formula which is tied to employee income brackets. In 1975, for example, cost-of-living increases were awarded on the following basis:

<u>Annual Salary</u>	<u>Percentage Increase</u>
Less than \$7,000	10%
\$7,000 to \$13,999	9%
Greater than \$13,999	7%

Pay Relationships

Chart #3 illustrates existing pay relationships for uniform and investigative personnel. A brief explanation of the chart

is in order. The far left hand column lists the pay steps presently being utilized by the Department. The vertical lines show the utilization of pay steps by class (rank) and the numerical figures indicate the number of position holders by pay step. For example, the Department is currently employing twenty-one lieutenants; five of whom are receiving \$15,132 per year and sixteen are being paid \$15,886 per year.

The chart graphically illustrates two questionable features of the Department's present pay policies and practices.

First, an analysis of the left hand side of the chart portrays the existing "pay differentials" between the different ranks of uniform personnel. The reader can quickly determine that a one step differential (about 4.5%) exists between the ranks of trooper, sergeant, lieutenant, and captain. Similarly, a two step differential (about 9%) is provided for between the ranks of captain and major and major and lieutenant colonel. Finally, a one step differential is used between lieutenant colonel and colonel.

Second, a comparison of pay rates for uniform personnel with those provided for investigative personnel indicates additional pay disparities between occupational groupings. One can see, for example, that sixteen special agents are being compensated at essentially the same level as those individuals holding the rank of captain in the highway patrol. Even the most cursory examination of position responsibilities would indicate the inappropriateness of this type of pay relationship.

Chart 3

PRESENT PAY ASSIGNMENTS FOR UNIFORM AND INVESTIGATIVE PERSONNEL

Iowa Department of Public Safety
February, 1976

Pay Steps	Uniform Personnel by Rank and Number of Incumbents							Investigative Personnel by Class and Number of Incumbents			
	Trooper	Sgt.	Lt.	Capt.	Maj.	Lt. Col.	Col.	Special Agent	(6) Supervisor	Asst. Director	(3) Directors
9,256	22	*									
9,698	11										
10,660											
11,154	18										
11,700	23							5			
12,220											
12,792	52							9			
13,390	224							4			
14,014		7						3			
14,690		32						29			
15,132			5					6			
15,886			16					2			
16,692				2				2			
17,524				4				14			
18,382									2		
19,318					3			3			
20,280										1	1
21,294						1					1
22,360							1				1
23,478											
24,648											
25,896											
27,170											
28,522											

*Figures indicate the number of positions allocated to the respective pay steps.

IV. FINDINGS AND CONCLUSIONS

1. There is no clear definition of the authority, or location of authority, responsible for executing pay policy and handling pay matters on a day-to-day basis. Failure to designate authority and provide for the proper organizational framework will continue to result in administrative and possibly even legal problems in the future.
2. The Department does not have a formalized classification and pay plan and provisions for the conduct and maintenance of job descriptions and evaluations are inadequate. A sound pay plan rests squarely upon a systematic arrangement of all jobs and until this task is undertaken pay relationships will continue to be distorted.
3. The Department does not presently conduct systematic and regular salary and benefit surveys. The regular conduct of surveys are an essential practice if the pay structure is to adequately reflect living costs, labor market conditions, employee recruiting and similar factors.
4. The structure of Department's pay plan presents at least two problems when considered in light of present and past pay practices.
 - a. Although there is only slight variations in percentage differentials between pay steps, the increments are not as uniform as they could be and at least one increment would appear to be in error (see page 13).

- b. The two year waiting period for merit increases to pay steps 6, 7, and 8 tends to decrease the value of providing monetary incentives to promote growth and encourage higher performance for newly promoted employees. For example, a trooper currently occupying pay range 26 step 5 would be advanced to pay range 28 step 4 upon promotion to sergeant. This, in turn, would only allow him a one step increase before he reaches the two year range bracket.
5. Although the Department's pay plan is called a "merit" plan, step increases are given almost solely on an automatic basis. This procedure does not recognize the differences among employees occupying similar jobs and does not provide monetary incentive to employees for improvement in their performance.
6. The pay differentials between the ranks of trooper, sergeant, and lieutenant do not provide sufficient incentive for promotion and do not adequately reflect the level of responsibilities inherent in the nature of work performed. This situation becomes clearly obvious when considered in light of the "move upon promotion" policy presently in existence.
7. On a larger scale, pay relationships throughout the Department are not systematically based upon work levels and position duties and responsibilities. An immediate example of this situation is provided by the pay disparities that exist between uniform and investigative personnel.

8. The "declining percentage" formula used to grant cost-of-living adjustments tends to aggravate the pay relationship problem that exists between classes. When applied over a period of years, cost-of-living increases will work to reduce the pay differences that previously existed in different levels of job classes.

VI. RECOMMENDATIONS

The immediate focus of the technical assistance request concentrated upon an examination of the adequacy of pay differentials between the ranks of trooper, sergeant (assistant post commander), and lieutenant (post commander). A detailed analysis of this problem showed that present pay differentials were seriously inadequate. The consultant prepared alternative courses of action and presented them to the Commissioner of Public Safety and the Director of Employee Relations. The following "specific recommendations" were deemed the most feasible in light of the constraints set forth in Chapter II of this report.

Specific Recommendations

A pay differential of about 10% can be created between the ranks of trooper, sergeant, and lieutenant by making the following pay adjustments.

<u>RANK</u>	<u># OF POSITIONS</u>	<u>PRESENT PAY ASSIGNMENT</u>	<u>PROPOSED PAY ASSIGNMENT</u>
Trooper	350	Range 26-Steps 1-8	same
Sergeant	7	Range 28-Step 3	Range 29-Step 3
	32	Range 28-Step 4	Range 29-Step 4
Lieutenant	5	Range 30-Step 3	Range 32-Step 3
	16	Range 30-Step 4	Range 32-Step 4
Captain	2	Range 32-Step 3	Range 34-Step 3
	4	Range 32-Step 4	Range 34-Step 4
Major	3	Range 34-Step 4	Range 35-Step 4
Lt. Col.	1	Range 36-Step 4	Range 37-Step 3
Colonel	1	Range 38-Step 3	Range 39-Step 2

Impact of Specific Recommendations

Establishing larger pay differentials between the affected ranks was accomplished by:

1. Compressing the captains' class into a single pay step within a higher pay range.
2. Placing the class of major into a higher pay range and narrowing the pay differential between major and lieutenant colonel.
3. Adjusting the pay ranges and pay steps of other classes (except trooper) to preserve, as nearly as possible, existing pay relationships.

The installation of the above pay recommendations would result in additional salary expenditures of approximately \$62,582 for the 1976 fiscal year, excluding fringe benefit costs.

General Recommendations

The above recommendations will help the Department alleviate an immediate and serious pay problem. In the long run, however, it is like applying a band-aid when the operation calls for major surgery. If the Department is to develop fair and equitable pay practices based upon sound principles of wage and salary administration the following courses of action should be undertaken.

- (1) It is recommended that authority and responsibility for executing pay policy (pay administration) be assigned to the personnel and training office. The office's authority in handling day-to-day pay administration matters should

be clearly defined and its relationship to line functions firmly set.

- (2) It is recommended that the department undertake a comprehensive job analysis and evaluation study. The study should result in the formulation of a modern position classification plan, which, in turn, would serve as the basis for a sound pay plan.
- (3) It is recommended that the Department establish procedures to conduct systematic and regular salary and benefit surveys. It is important for the Department to recognize that a sound pay plan cannot be developed or maintained in isolation from external influences.
- (4) It is recommended that pay adjustments from step to step of a pay range should be based on satisfactory service and progress. In short, the pay steps within a pay range should be used to compensate for employee development on the job and as incentive for competent employees to remain on the job and improve their performance.
- (5) Although it is not recommended that the Department abandon its use of the "Merit System Pay Plan" at this time, it is recommended that Department officials explore possibilities that may exist to alter the plan to more closely fit Departmental needs. Specifically, it is recommended that the Department attempt to eliminate the use of "two year" step increases in favor of annual merit increases.

- (6) Finally, it is recommended that the Department formulate a multi-year program designed to correct existing pay disparities between classes that are widely evident throughout the Department. In short, there is a critical need to establish pay relationships which more nearly reflect the level of position duty and responsibility requirements.

APPENDICES AND SCHEDULES

Appendix A - Position Duties - Post Commander

Appendix B - Position Duties - Assistant Post Commander

Appendix C - Job Factors for Position Analysis

Appendix D - Personnel Interviewed
Iowa Department of Public Safety

Schedule I - Present Pay Ranges . . . for Uniform and
Investigative Personnel

Schedule II - Pay Range Assignments for Uniform and
Investigative Personnel

Appendix A
Position Duties

Patrol Lieutenant - Post Commander

Nature of Work

This is responsible command and administrative work in the planning, organizing and directing the activities of a patrol post.

Work involves responsibility for planning, assigning and directing officers and support personnel in the operation of a patrol post. Successful performance of the work at this level requires the application of a seasoned judgement in planning and executing program operations.

Examples of Duties

Plans, organizes and directs the activities of a patrol post; determines manpower utilization; maintains appropriate administrative and personnel files and records; prepares required correspondence and reports relating to the activities of his command; plans and organizes daily and special enforcement activities.

Directs, through subordinate supervisory personnel, the proper performance of assigned duties; enforces rules and regulations; executes disciplinary actions when necessary; conducts regular performance evaluations of assigned personnel.

Plans and organizes in-service training activities at post level; participates in the development of department-wide training activities.

Serves as department liaison in the local community; meets with city, county and federal law enforcement officials to coordinate area law enforcement work; coordinates post operations with the various divisions of the Department of Public Safety.

Appendix B
Position Duties

Patrol Sergeant (Assistant Post Commander)

Nature of Work

This is responsible supervisory and limited administrative work in supervising a staff of patrol personnel in an assigned post.

Work involves responsibility for assigning and supervising the work of personnel engaged in patrol activities. Employees frequently participate in administrative tasks assigned by the Post Commander and act for the Post Commander in the latter's absence.

Examples of Duties

Inspects the equipment and appearance of subordinate officers; assigns troopers to patrol areas and work shifts; relays and explains assignments; observes patrol officer's performance; gives advice and assistance when necessary; reviews daily activity and related field reports.

Provides administrative assistance to the Post Commander and acts as officer-in-charge during the latter's absence; assumes command responsibility of the patrol post during the night shift; assists in developing and implementing new procedures at the post level; assists in operational planning for special events; assigns and monitors aircraft operations.

Supervises performance of troopers; ensures adherence to uniform policy and procedures; issues written or verbal reprimands or requests when necessary.

Meets with local law enforcement officials; promoting cooperation and coordination of law enforcement activities.

Appendix C

Relevant Job Factors

1. Duty and Responsibility Requirements (Administrative)
 - A. Extent to which tasks are homogeneous or varied and thus make different demands on the knowledge, experience, and versatility of employees.
 - B. Relative difficulty and complexity of work.
 - C. Extent of responsibility for effective and efficient utilization of physical, financial and human resources.
 - D. Extent to which employees develop, carry out, interpret and enforce policies and procedures.
 - E. Level and regularity of non-supervisory duties and responsibilities.
 - F. Consequence of errors in work performed.

2. Personnel and Public Contacts
 - A. Frequency and regularity of maintain contacts.
 - B. Purpose, importance, and difficulty of contacts.
 - C. Level of importance of persons contacted.
 - D. Nature of contact media (i.e., face to face, correspondence, telephone).
 - E. Degree of discretion allowed in interpretation of subject matter.

3. Nature of Supervision Exercised
 - A. Nature of supervisory duties: to transmit orders only, to oversee work, to check quality and quantity of work, to advise, counsel and if necessary discipline employees.

- B. Relative routineness or complexity of the operation supervised.
 - C. Number of employees supervised and kind of work performed by employees.
 - D. Degree of responsibility for training other employees.
4. Nature of Supervision received: Independence of Action
- A. Need for initiative and independence of judgement present in the work.
 - B. Extent and purpose for which work is reviewed.
 - C. Responsibility for planning and carrying out programs and work processes independently.
 - D. Finality of authority.
 - E. Disposition of work after employee has made a decision.
 - F. Extent of supervision received before and after work is performed.
5. Special Working Conditions
- A. Unusual or unattractive working conditions.
 - B. Presence of occupational hazards.
6. Knowledge and Experience Requirements.
- A. Level of general education required.
 - B. Nature and level of specialized training and/or education required.
 - C. Nature and length of education required.
 - D. Nature and relative difficulty of knowledges and skills required.

Appendix D
Personnel Interviewed

Iowa Department of Public Safety

Mr. Larson Commissioner of Public Safety
Mr. R. Holetz Deputy Commissioner of Public Safety
Mr. M. Laski Director of Planning and Research
Colonel Dickenson Chief of Patrol
Lieutenant Col. A. Crystal . Assistant Chief of Patrol
Major Metzger Director of Personnel and Training
Captain E. Angle Operations Commander
Captain Foster Area One Commander
Lieutenant Beckman Post Commander, Des Moines
Lieutenant R. Aides Post Commander, Cherokee
Sergeant D. Jontz Assistant Post Commander, Des Moines
Sergeant M. Holland Assistant Post Commander, Cedar Falls
Trooper R. Anthony Patrol Trooper, Des Moines
Trooper D. Law Patrol Trooper, Des Moines
Ms. P. White Personnel Officer
Mr. G. Vernon Director of Employee Relations
State Comptrollers Office

Schedule I
 Present Pay Ranges and Steps for
 Uniform and Investigative Personnel (Annual Amounts)
 Iowa Department of Public Safety
 February, 1976

Pay Range	1 (6 mo)	2 (6 mo)	3 (1 yr)	4 (1 yr)	5 (1 yr)	6 (2 yr)	7 (2 yr)	8 (2 yr)
21	9,256	9,698	10,166	10,660	11,154	11,700	12,200	12,792
22	9,698	10,166	10,660	11,154	11,700	12,220	12,792	13,390
23	10,166	10,660	11,154	11,700	12,220	12,792	13,390	14,014
24	10,660	11,154	11,700	12,220	12,792	13,390	14,014	14,690
25	11,154	11,700	12,220	12,792	13,390	14,014	14,690	15,132
26	11,700	12,220	12,792	13,390	14,014	14,690	15,132	15,886
27	12,220	12,792	13,390	14,014	14,690	15,132	15,886	16,692
28	12,792	13,390	14,014	14,690	15,132	15,886	16,692	17,524
29	13,390	14,014	14,690	15,132	15,886	16,692	17,524	18,382
30	14,014	14,690	15,132	15,886	16,692	17,524	18,382	19,318
31	14,690	15,132	15,886	16,692	17,524	18,382	19,318	20,280
32	15,132	15,886	16,692	17,524	18,382	19,318	20,280	21,294
33	15,886	16,692	17,524	18,382	19,318	20,280	21,294	22,360
34	16,692	17,524	18,382	19,318	20,280	21,294	22,360	23,478
35	17,524	18,382	19,318	20,280	21,294	22,360	23,478	24,648
36	18,382	19,318	20,280	21,294	22,360	23,478	24,648	25,896
37	19,318	20,280	21,294	22,360	23,478	24,648	25,896	27,170
38	20,280	21,294	22,360	23,478	24,648	25,896	27,170	28,522
39	21,294	22,360	23,478	24,648	25,896	27,170	28,522	29,952
40	22,360	23,478	24,648	25,896	27,170	28,522	29,952	31,434

Schedule II

Pay Range Assignments
for Patrol and Investigative Personnel
(In Annual Amounts)

Iowa Department of Public Safety
February, 1976

<u>CLASSIFICATION</u>	<u>PAY RANGE</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
<u>Highway Patrol</u>			
Trooper	26*	\$ 9,256	\$15,886
Sergeant	28	12,792	17,524
Lieutenant	30	14,014	19,318
Captain	32	15,132	21,294
Major	34	16,692	23,478
Lieutenant Colonel	36	18,382	25,896
Colonel (Chief)	38	20,280	28,522
<u>Investigations</u>			
Special Agent	31*	11,700	20,280
Supervisor	34	16,692	23,478
Assistant Director (BCI)	35	17,524	24,648
Director (Narcotics & Liquor)	36	18,382	25,896
Director (BCI)	37	19,318	27,170

* Trooper and special agent classes are provided with extended pay ranges.

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