

Summary of Discussions with Focus Groups from the Property Appraisers and Right-of-way Property Appraisers Occupational Groups

Overview of Findings

In the Property Appraisers and Right-of-way Property Appraisers class series there are different skills sets needed of employees in different positions within their class or class series. Example: In the Right-of-way Property Appraisers positions which are located in the Kansas Department of Transportation, most individuals perform public contact work in acquisition, condemnation, relocation assistance, property management, appraisal or closing phases of right-of-way operations which require negotiation, communication, and assessment skills. Others may manage the surplus property under the ownership of KDOT and direct the sale or exchange of excess real estate property that is owned by the department which require marketing and sales skills. In the Property Appraisers positions which are located in the Kansas Department of Revenue, most individuals perform work in one of the specialized appraisal areas in KDOR. Specialized areas include sales ratio and county digest studies, public utility assessment, technical assistance and training to counties, field reviews for compliance, or development of appraisal and assessment standards. Their skills sets may range from training, statistical analysis, computer, negotiation, communication, and/or property assessment. In addition, there are ranges of complexity in the work. Ranges vary from methods used, property types being valued, standards that exist, and size or scope of an appraisal, acquisition, property managed, or disposal property. Range also very in the specialty areas such as the wide variety of legal, environmental, and policy concerns; data types for analysis; training of different property types; and developing new or modified techniques and methods to appraise and review, etc. Finally, there are ranges in the supervision received. Supervision received can range from the supervisor defining the objectives, priorities, and deadlines of assignments and assists employees with situations that have no clear precedents to supervisors who provide administrative direction with assignments in terms of broadly defined missions, functions or goals.

This variance and complexity of work requires years of experience for employees to be mostly proficient in their jobs. Experience in this field, according to most of participants, is very important for new hires to have to be able to deal with or resolve a variety of problems, questions, or situations within day-to-day responsibilities.

Participants when asked about how other states manage their state's appraisal system stated each state varies in their approach. It was mentioned in the meeting that the Department of Revenue's model in appraising property for tax purpose is widely recognized by other states as model they would like to copy.

Minimum Requirements The majority of the participants agreed that the current minimum requirements were sufficient. Some of the reoccurring comments from the participants are as follows:

- Additional requirements are necessary for some positions.

- Working experience in the specific field is necessary. In some positions it is essential due to complexity of federal and state laws being regulated.
- Working experience in the organizational area of the position is necessary. In some positions it is essential due to have the organizational or program knowledge as a requirement.
- For some positions an advanced certification is necessary.

Type of Supervision Received

Participants generally agreed that they receive limited supervision and the work requires employees to use independent judgment or act on their own discretion, requiring the use of initiative and creativity to resolve problems or interpret policy to develop solutions. As employees become more experienced, direction becomes more general and employees have greater and greater independence and accountability. Major work assignments are examined for soundness or technical judgment and for general effectiveness and adequacy. Supervision exists to provide administrative direction in the planning, organizing and implementation of the program activities, respond inquiries and complaints, and to see to human resource issues. In general, the supervisors and managers handle the more potentially controversial matters, or far-reaching implications, and other administrative/managerial types of problems.

What Criteria Should Compensation be Based? There seemed to be a consensus that performance and other personal characteristics that the employee brings to the job (such as initiative, ability to work well with others, etc.) should be one of, if not the primary criteria for the basis of compensation. There was also consensus that longevity needs to be part of the determination on how one is compensated. Longevity coincides with an employee's continued career growth and additional responsibilities. Pay for an employees' certification, continual education or completion of specific training, where such accomplishments enhance the employee's ability to perform the duties of their position or allow the employee to perform additional duties associated with their position, was also agreed to be something that should be part of the criteria.

Therefore, it may be more appropriate create classes that reflect and are more descriptive of competencies and skills required for the specific areas of governmental regulation. In doing this, it would allow different compensation rates for these positions that reflect the job market rate in which their special background and job assignments are better matched. It may also make it easier to recruit and hire the right persons for the job.

Occupational Survey Summary on the Property Appraisers and Right-of-way Property Appraisers

SUMMARY

	Property Appraisers	Right-of-way Appraisers
<u>Participation Rate:</u>	58% of the 48 Total positions. 28 participated	43% of the 21 Total Positions 10 participated
<u>Time Worked in Occupation:</u>	Approximately 96% of the employees that participated in the survey have over 1 year or more work experience; 57% have five or more years; and 25% have ten or more years.	Approximately 93% of the employees that participated have over 1 year or more work experience; 53% have five or more years; and 22% have ten or more years.
<u>Education</u>	82% of the participants indicated at entry you need more than a high school education. 44% of the participants indicate you need bachelor's degree or higher	80% of the participants indicated at entry you need more than a high school education. 40% of the participants indicate you need bachelor's degree or higher.
<u>Experience</u>	80% of the participants indicated at entry you need over 2 years of more years of related work experience.	67% of the participants indicated at entry you need over 2 years of more years of related work experience.
<u>Skills:</u> (Extremely or Very Important)	<ol style="list-style-type: none"> 1. Complex Problem Solving 2. Judgment and Decision Making 3. Operations Analysis 4. Instructing 5. Negotiation 	<ol style="list-style-type: none"> 1. Complex Problem Solving 2. Judgment and Decision Making 3. Negotiation 4. Persuasion
<u>Work Context:</u> (Every Day)	<ol style="list-style-type: none"> 1. Contact with others 2. Decisions affect other people 3. Face to face discussions 4. Working with a team 5. Interaction with external customer/public 	<ol style="list-style-type: none"> 1. Contact with others 2. Decisions affect other people 3. Face to face discussions 4. Interaction with external customer/public 5. Working with a team
<u>Level of Complexity:</u>	48% - Level 4 –. Work involves the development of new guidelines and techniques, establishing criteria or developing new information. Guidelines may not exist for all situations.	50% - Level 4 –. Work involves the development of new guidelines and techniques, establishing criteria or developing new information. Guidelines may not exist for all

	Considerable independent judgment , personal discretion, and resourcefulness are needed to interpret circumstances, and to make decisions in major areas where there may be uncertainty in approach, methodology and interpretation.	situations. Considerable independent judgment, personal discretion, and resourcefulness are needed to interpret circumstances, and to make decisions in major areas where there may be uncertainty in approach, methodology and interpretation.
<u>Supervision Received/Independence:</u>	94%- Level 4 or higher - Receive limited supervision and the work requires employees to use independent judgment or act on their own discretion. Requires the use of initiative and creativity to resolve problems or interpret policy to develop solutions. A manager may be available to provide general direction or advice, but employees usually act independently based on their own judgment.	94%- Level 4 or higher - Receive limited supervision and the work requires employees to use independent judgment or act on their own discretion. Requires the use of initiative and creativity to resolve problems or interpret policy to develop solutions. A manager may be available to provide general direction or advice, but employees usually act independently based on their own judgment.
<u>Supervision Given:</u>	Majority of positions have no supervisory responsibilities.	Majority of positions have no supervisory responsibilities.
<u>Knowledge within the Field or Specialty:</u>	93% - Majority of positions require at a minimum an in-depth knowledge of concepts, practices and procedures with ability to use in varied situations.	91% - Majority of positions require at a minimum an in-depth knowledge of concepts, practices and procedures with ability to use in varied situations.
<u>Problem Solving:</u>	<ol style="list-style-type: none"> 1. 64.4% - Problems are highly varied, complex and often non-recurring, requiring novel and creative approaches to resolution. New concepts and approaches may have to be developed. 2. 15.2% Problems are broad, complex and abstract, often involving agency wide issues. Must develop solutions using substantial creativity, resourcefulness, innovation, negotiation and diplomacy 	<ol style="list-style-type: none"> 3. 66.4% - Problems are highly varied, complex and often non-recurring, requiring novel and creative approaches to resolution. New concepts and approaches may have to be developed. 4. 12.7% Problems are broad, complex and abstract, often involving agency wide issues. Must develop solutions using substantial creativity, resourcefulness, innovation, negotiation and diplomacy.
<u>Licenses/Certifications:</u>	Some certification is required for	No certification or license

	10% of participates	required.
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	State Auditors	Financial Examiners
<u>Participation Rate:</u>	55% of the 144 Total positions. 79 participated	81% of the 68 Total Positions 53 participated
<u>Time Worked in Occupation:</u>	Approximately 75% of the employees that participated have over 1 year or more work experience; 34% have five or more years; and 13% have ten or more years.	Approximately 79% of the employees in this field have over 1 year or more work experience; 38% have five or more years; and 11% have ten or more years.
<u>Education, Training and Experience:</u>	85% of the participants indicated must have a bachelor's degree or higher	92% indicated at entry you must have acquired a bachelor's degree or higher.
<u>Skills:</u> (Extremely or Very Important)	<ol style="list-style-type: none"> 1. Complex Problem Solving 2. Judgment and Decision Making 3. Negotiation 4. Instructing 5. Service Orientation 	<ol style="list-style-type: none"> 1. Complex Problem Solving 2. Judgment and Decision Making 3. Negotiation 4. Instructing 5. Service Orientation
<u>Work Context:</u> (Every Day)	<ol style="list-style-type: none"> 1. Contact with Others 2. Decisions affect other people 3. Face to face Discussions 4. Interaction with external customer/public 5. Writing letters and memos 	<ol style="list-style-type: none"> 1. Contact with Others 2. Interaction with external customer/public 3. Decisions affect other people 4. Face to face Discussions 5. Working with a team
<u>Level of Complexity:</u> (Level 4 or Higher)	75% - Level 4 or higher –You evaluate the relevance and importance of theories, concepts, and principles. You develop different approaches or tactical plans to fit specific circumstances. Guidelines may exist, but are flexible and open to considerable interpretation. Independent judgment, personal direction, and resourcefulness are needed to interpret and apply guidelines.	57% - Level 3 or higher – You gather and analyze information to determine the best course of action, based on general guidelines or rules of operations. You use your judgment to choose alternatives, many of which may be correct, but one is better than another depending on the situations.
<u>Supervision Received/Independence:</u> (Level 4 or Higher)	93%- Level 4 or higher - Receive limited supervision and the work requires employees to use	41% - Level 4 or higher - Receive limited supervision and the work requires employees to

	<p>independent judgment or act on their own discretion. Requires the use of initiative and creativity to resolve problems or interpret policy to develop solutions. A manager may be available to provide general direction or advice, but employees usually act independently based on their own judgment.</p>	<p>use independent judgment or act on their own discretion. Requires the use of initiative and creativity to resolve problems or interpret policy to develop solutions. A manager may be available to provide general direction or advice, but employees usually act independently based on their own judgment.</p>
<u>Supervision Given:</u>	65% - Majority of positions have no supervisory responsibilities.	54% - Supervise others and performs essentially the same work, and the supervision is seen more as technical leadership.
<u>Knowledge within the Field or Specialty:</u>	96% - Majority of positions require at a minimum an in-depth knowledge of concepts, practices and procedures with ability to use in varied situations.	90% - Majority of positions require at a minimum an in-depth knowledge of concepts, practices and procedures with ability to use in varied situations.
<u>Decision Making:</u>	62.6% - Decisions have major implications on the management and operations of an area with a department/division. Job may contribute to important strategy, operational and business decisions that affect the department/division.	51.6% - Decisions have major implications on the management and operations of an area with a department/division. Job may contribute to important strategy, operational and business decisions that affect the department/division.
<u>Problem Solving:</u>	<ol style="list-style-type: none"> 1. 47% - Problems are varied, requiring analysis or interpretation of the situation. Problems are solved using knowledge and skills, general precedents and practices. 2. 37% - Problems are highly varied, complex and often non-recurring, requiring novel and creative approaches to resolution. New concepts and approaches may have to be developed. 3. 16% - Problems are broad, complex and abstract, often involving agency-wide issues. Must develop solutions using substantial creativity, 	<ol style="list-style-type: none"> 1. 56.8% - Problems are varied, requiring analysis or interpretation of the situation. Problems are solved using knowledge and skills, general precedents and practices 2. 22.7%.- Problems are highly varied, complex and often non-recurring, requiring novel and creative approaches to resolution. New concepts and approaches may have to be developed. 3. 18.2% - Problems are broad, complex and abstract, often involving agency-wide issues. Must develop solutions using substantial creativity,

	resourcefulness, innovation, negotiation and diplomacy	resourcefulness, innovation, negotiation and diplomacy
<u>Fiscal Responsibility:</u>	81% of the positions have no budget responsibilities.	90% of the positions have no budget responsibilities.
<u>Licenses/Certifications:</u>	No certification or license required	Approximately 4% of the positions require a license or certification.