

11-0709

(Do Not Write Above This Line)

A COMMUNICATION
BY MAYOR KASIM REED

A COMMUNICATION
APPOINTING YVONNE
COWSER YANCY AS
COMMISSIONER OF
THE DEPARTMENT OF
HUMAN RESOURCES.

CONFIRMED BY

MAY 16 2011

COUNCIL

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred 05/02/2011
 Referred To: Finance Dept
 Date Referred
 Referred To:
 Date Referred
 Referred To:

Committee _____
 Date _____
 Chair _____
 Referred To _____

First Reading

Committee Finance Dept
 Date 5-11-11
 Chair Yvonne
 Action Fav, Adv, Hold (see rev. side)
 Other

Members
 Refer To

Refer To

Refer To

Committee COS

Date 5/16/11

Chair Chris Chit. Now

Action Fav, Adv, Hold (see rev. side)
 Other

Members

Refer To

Refer To

FINAL COUNCIL ACTION
 2nd
 1st & 2nd Readings
 Consent
 V Vote
 RC Vote

CERTIFIED
 MAY 16 2011

ATLANTA CITY COUNCIL PRESIDENT

Refer To

CERTIFIED
 MAY 16 2011
 Refer To

Refer To

MAYOR'S ACTION

RCS# 1054
5/16/11
4:01 PM

Atlanta City Council

REGULAR SESSION

11-C-0709

APPOINT.YVONNE COWSER YANCEY AS COMMIS-
SIONER OF HUMAN RESOURCES DEPARTMENT
CONFIRM

YEAS: 14
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 0
EXCUSED: 0
ABSENT 2

Y Smith	Y Archibong	Y Moore	Y Bond
B Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	Y Willis
Y Winslow	Y Adrean	Y Sheperd	B Mitchell

11-C-0709

OFFICE OF THE MAYOR



CABINET NOMINEE PACKAGE

Nominee: Yvonne Cowser Yancy

Commissioner, Human Resources

May 16, 2011

Presented By: The Honorable Kasim Reed

Mayor, City of Atlanta

Submitted To: The Honorable Ceasar Mitchell

President, Atlanta City Council & Members of Council



CITY OF ATLANTA

KASIM REED
MAYOR

55 TRINITY AVENUE, S.W.
ATLANTA, GEORGIA 30303-0300
TEL (404) 330-6100

April 27, 2011

The Honorable Ceasar Mitchell, President and
Members of the Atlanta City Council
55 Trinity Avenue SW
Atlanta, Georgia 30303

Dear President Mitchell and Members of Council:

It is my pleasure to appoint Yvonne Cowser Yancy, SPHR to serve as Commissioner of the Department of Human Resources for the City of Atlanta. This appointment will be effective upon City Council confirmation.

Yvonne Cower Yancy brings more than 16 years of diverse public and private sector experience in both union and non-union workplace environments.

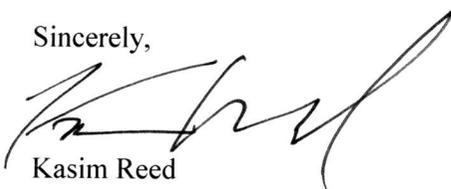
She has served in a leadership capacity holding executive positions within the Human Resources Department of several companies to include SunTrust Bank, Turner Broadcasting System, Inc., Lincoln Financial Group, GE Capital, Ikon Office Solutions and Georgia Tech. Yvonne's experience as a first chair negotiator and manager of the grievance process with the Teamsters at several organized facilities while at Ashland Distribution adds to her excellent qualifications within the human resources environment.

Her track record of designing and implementing human resource initiatives that improve the productivity and morale of her organization's employees will help the city's human resources department become more responsive to the needs of the city's workforce.

A native of Atlanta, Yvonne holds a BA degree in Economics from Northwestern University, an MBA in Personnel Employee Relations from Georgia State University, and the Senior Professional Human Resources (SPHR) certification. In addition, Yvonne is currently a Professor of Human Resources at DeVry University/Keller Graduate School of Management. Former and current board appointments in addition to mentoring young professionals diversify and add to her accreditation and accomplishments.

Yvonne's experience and training make her an exceptionally qualified individual to serve as Commissioner of the Department of Human Resources. Therefore, I submit her name to you and respectfully urge your confirmation of her appointment.

Sincerely,



Kasim Reed

HUMAN RESOURCES

Mission Statement

The mission of the Department of Human Resources is to attract, retain and develop a diverse and competent workforce that enables City agencies to achieve their business needs.

Core Functions

- Acquire and retain top talent
- Promote employee health and financial wellness
- Create a learning environment that sustains a highly proficient workforce
- Promote fairness and equitable treatment for all applicants and employees
- Ensure compliance with employment-related laws and regulations

Summary of Operations

The Atlanta Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's human resources programs and fosters the development of innovative policies and practices.

Divisions/Offices Descriptions

Departmental Operations serves as consultant and partner to customer departments, offering the full range of human resources services, including recruitment, selection, and hiring; classification and compensation; grievances and labor relations; compliance with employment-related laws and regulations; workforce planning and departmental restructuring.

Policy and Planning researches, designs and develops standardized policies and procedures

that promote consistency in HR practices across city government; develops HR legislative packages; and coordinates the HR Policy Council.

Information Systems and Data Analysis is responsible for the management of employee and position data in the human resources information system. Services include system maintenance of employee records and personnel actions, report production, Enterprise Resource Project training, and position management.

Diversity Management promotes a work environment based on merit, and fair and equitable treatment. This office investigates all employee complaints and conducts compliance training on progressive discipline, prevention of sexual harassment, the Americans with Disabilities Act and the Fair Labor Standards Act. It also manages the Civil Service employee appeals process.

Organizational and Employee Development is responsible for design, implementation and evaluation of citywide executive, supervisory and employee development programs; orientation of new employees; literacy and basic skills enhancement; team building; and the customer service program. This office also administers the performance management system and provides performance training and consultation.

Employee Benefits administers the City's employee/retiree insurance benefit and pension programs. It manages vendor contracts and coordinates health and financial wellness initiatives that include a state-of-the-art fitness facility, partnership with on-site Emergency Medical Technicians, the mobile nurse program, health fairs, on-site health screenings, blood drives, and monthly lunch-and-learn sessions.

Psychological Services assists employees with solutions to issues that could have negative impact on performance. Its licensed mental health professionals offer confidential counseling, 24/7 critical incident response, psychological screening

of public safety applicants, workplace violence prevention, fitness for duty exams, and random drug/alcohol testing.

Business Management performs procurement, financial, investigative, ATLStat, and records management functions for DHR; and ensures compliance with laws and regulations governing records, authorization to work and unemployment compensation.

Goals

- Create a learning environment that sustains a culture of excellence.
- Compensate the City's workforce consistent with the peer market.
- Maximize operational efficiency through increased use of automation.
- Create a culture of wellness.
- Ensure expeditious acquisition of top talent.
- Promote and maintain a work environment based on merit, fair and equitable treatment.
- Investigate all complaints.
- Increase mediation of Civil Service Board appeals.
- Increase frequency of scheduled Civil Service Board hearings to speed the process.
- Ensure employees are familiar with Equal Employment Opportunity, Americans with Disabilities Act, and Labor/Management Code requirements through New Employee Orientation and annual refreshers.

Objectives

- Leverage existing Enterprise Resource Project functionality.
Enhance utilization of applicant tracking system.
- Analyze hiring process and implement strategies to maximize efficiency.
- Create the City of Atlanta Learning Academy.
- Sustain Employee Assistance Program.
- Enhance health and financial wellness activities, such as Mobile Nurses, Health Screening, Disease Management, Lunch and Learn, Fitness Center, Health Fairs, Retirement Seminars.
- Expand the Leadership Development Program.

- Enhance New Employee Orientation to establish foundation of the City's standards, expectations, and culture.
- Expand Enterprise Resource Project training.
- Implement recommendations of the Comprehensive Compensation and Organization Assessment conducted in FY11.

FY2011 Accomplishments

- Completed Comprehensive Compensation and Organizational Assessment for all City agencies, departments and positions.
- Secured \$880,684 in pharmacy rebates.
- Enhanced Enterprise Resource Project functionality through implementation of self-service modules for employees, managers, and benefits enrollment.
- Increased performance appraisal submission rate to 97.6% of eligible employees.
- Prepared first of six annual reports on correction of Americans with Disabilities Act deficiencies identified in Project Civic Access United States Department of Justice audit. The United States Department of Justice adopted this report as an example and standard for other cities.
- Piloted Mobile Nurses Program in Watershed, Parks and Public Works.
- Organized Training Council to share information and resources citywide.
- Graduated 24 senior managers and aspiring leaders from second annual Rising Stars Leadership Development Program.
- Provided 433 technical, soft skills, and compliance training sessions for 2,195 learners.
- Partnered with Police to fill vacancies and process new hires expeditiously, resulting in nearly 100% of Atlanta Police Department positions being filled.

FY2012 Proposed Program Highlights

- Create City of Atlanta Learning Academy with expanded development opportunities for executives, managers and employees.
- Enhance and increase availability of psychological services.
- Implement recommendations of the Comprehensive Compensation and Organization Assessment.

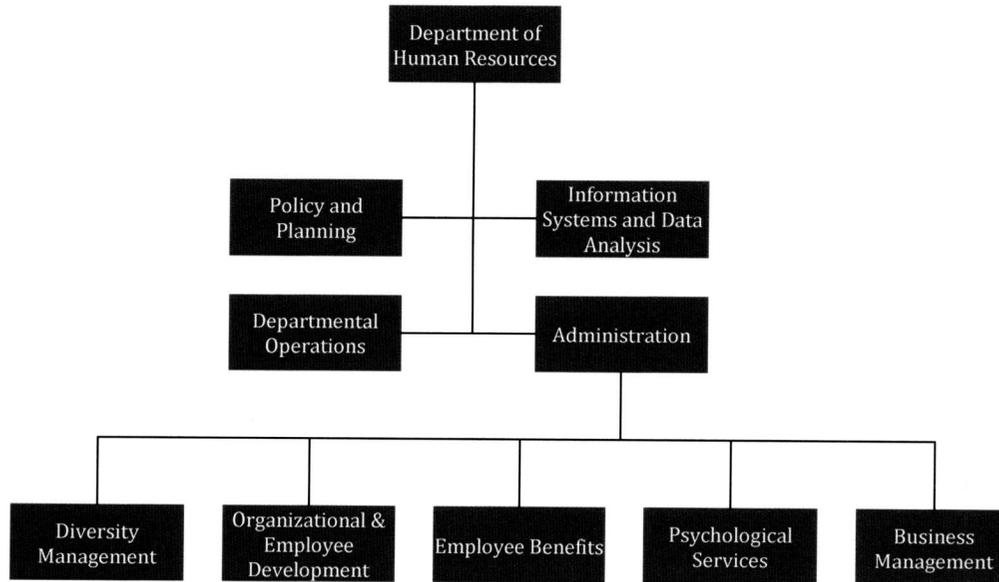
- Expand functionality of Enterprise Resource Project and Self Service.
- Increase utilization of applicant tracking system and reporting functionality.
- Fully implement Mobile Nurses program and on-site health screening.
- Design and implement strategies to speed recruitment, selection and hiring processes.

Changes from prior year

- Two positions have been created for the Employment Assistance Program.
- Three vacant positions were abolished from the DHR General Fund budget to meet required reductions.

ORGANIZATIONAL CHART

Human Resources



PERFORMANCE METRICS

Human Resources

PERFORMANCE MEASURE	FY 2009 ACTUAL	FY 2010 ACTUAL	CY 2010 ACTUAL	FY 2010 TARGET	FY 2011 TARGET	FY 2012 TARGET
<i>Merit and Excellence</i>						
% Eligible employees receiving annual performance evaluation	91.8%	97.9%	N/A	100.0%	100.0%	100.0%
Average days to refer candidates	17	15	18	25	25	25
% HR professionals with national certifications	73.0%	71.0%	N/A	60.0%	60.0%	60.0%
% Increase in overall healthcare costs	4.0%	2.0%	N/A	5.0%	5.0%	5.0%
% Increase in healthcare premiums	7.3%	9.2%	N/A	10.0%	10.0%	10.0%



Classification Specification

COMMISSIONER- HUMAN RESOURCES

JOB CODE 312068

Minimum: \$134,224

Midpoint: \$171,975

Maximum: \$209,726

DISTINGUISHING FEATURES OF THE CLASSIFICATION

The Commissioner- Human Resources is responsible for providing leadership in developing and executing human resources strategy in support of the overall business plan and strategic direction of the organization, specifically in the areas of recruitment; selection; testing; classification and compensation; training and development; talent management; change management; benefits administration; Human Resources Information Systems; organizational and performance management; succession planning; employee relations; Equal Opportunity compliance; diversity management; policy development and other related HR functions. Supervision is exercised over clerical, professional, and management employees. Work is performed with considerable independence and initiative and with the widest possible latitude for the exercise of professional judgment. The incumbent manages the department budget.

CORE COMPETENCIES AND ESSENTIAL FUNCTIONS

As an executive of the organization, the employee in this classification must demonstrate competencies that support the achievement of work objectives:

Mission Execution – Demonstrates understanding of the mission and goals of the organization including the statutory mandates, services, and measures of organization effectiveness; provides leadership in establishing vision and strategic direction.

Customer Service – Models and promotes a customer focused culture.

Leadership – Utilizes skills to think and act strategically; develops and encourages collaborative team approaches.

Business Process– Seeks to continuously improve business efficiency and effectiveness.

Professional Behavior – Demonstrates a positive, “can-do” attitude; communicates information, helps organizations adjust to changing conditions and overcome unexpected obstacles.

Knowledge, Skills and Abilities

The following functions, pursuant to the Americans with Disabilities Act, are typical for this job. Other duties may be assigned as required.

Knowledge of:

- Political and legislative activities that may affect the organization.
- Federal, state, and local statutory and case law and regulations applicable to HR management.
- Public HR administration objectives, including budgeting.
- Civil Service system administration and operating requirements.
- Statistical concepts and methods used in personnel processes.
- Principles and practices of recruitment, selection, testing, HRIS, classification and compensation, benefits, policy and planning, diversity management, EEO law, training, and employee relations.

Ability to:

- Establish, monitor, and evaluate goals and objectives for HR programs.
- Plan and budget for existing and future staffing needs and other resources.
- Display high standards of ethical conduct and understand the impact of violating these standards on an organization.
- Re-engineer, reorganize, and implement continuous quality improvement to improve business process and organizational climate.
- Exhibit comfort in working on multiple priorities under pressure.
- Appraise employee work performance using formal performance appraisal procedures.
- Assist in the development and implementation of strategies to successfully meet customer needs.
- Maintain confidentiality.
- Promote a positive image for the organization.
- Delegate work assignments to individuals and teams.
- Display a high level of initiative and commitment towards completing assignments in a timely manner and with minimal supervision.
- Alter work hours as needed to fulfill organizational objectives.
- Display leadership by influencing, motivating and challenging others.

MINIMUM QUALIFICATIONS

The competencies for this classification must be gained through a Bachelor's degree from an accredited institution with a major in Human Resources, Public Administration Business Administration, or a related field, and ten years of human resources management experience in at least three of the following functional areas: recruitment, selection, testing, HRIS, classification and compensation, benefits, policy and planning, diversity management, EEO, training and development, and employee relations. Two years of graduate study in one of the above fields is preferred. Budgetary experience is desired. Human resources certification is a plus.

Any combination of education and experience that provides the requisite competencies for this job will be considered.

YVONNE COWSER YANCY, SPHR

541 TENTH ST NW, #119
ATLANTA, GA30318

YCYANCY@AOL.COM
CELL: 678.427.2211

PROFESSIONAL HISTORY

SUNTRUST BANK

October 2010 – Present

Diversified Commercial Bank – Atlanta, GA

Vice President, Human Resources

Human Resources executive hired to serve on the leadership teams of the Middle Market, Asset Based Lending, Leasing, and the Commercial Banking groups. Currently serve as the lead Human Resources Business Partner responsible for leading the human capital plan for business transformation. This work includes but is not limited to organizational redesign, talent assessment and succession planning, sales incentive plan design and executive coaching and leadership development. Current client groups comprise 80% of the Diversified Commercial Bank with 1000+ employees located across multiple geographies and total revenue for 2010 of \$228 million.

TURNER BROADCASTING SYSTEM INC (TBS)

October 2007 - August 2010

Technology, Strategy & Operations – Atlanta, GA

Director, Human Resources

Served as a Director of HR leading a department of 6 professionals supporting 1700+ exempt and non-exempt employees within the Technology, Strategy and Operations division. Directly supported executive leaders including the Chief Information Officer and his senior level direct reports. Client groups were primarily responsible for the Technology and Broadcast Operations across TBS and include Network Operations, Turner Studios, Strategic Planning, Turner Technology Services, International IT, Business Excellence and Global Broadcast Technology.

Key accomplishments include:

- Led the people strategy of a \$25 million Traffic system implementation within Network Operations.
- Developed and implemented the re-organizational design of Strategic Planning and New Product Group.
 - Including the creation of a Hong Kong office for the New Product Group.
- Managed the divisional rotational program for high potential leaders, including international assignments.
- Managed the succession planning process and development of diverse talent pipeline across my client groups.
- Successful development of direct reports. Over a period of 12 months 3 members of my team were promoted.

LINCOLN FINANCIAL GROUP (LFG)

May 2001 - September 2007

LFG: Shared Services/Information Technology – Greensboro, NC

AVP, Senior HR Generalist & Greensboro, NC Site Leader (April 2006-September 2007)

Served as the senior HR professional at the Greensboro, NC site with an employee population of 1,200. In addition to Site Leader role, I supported 800+ employees within the Shared Services/IT organization across multiple geographies. Dual roles were a result of a \$7.5 billion merger between Jefferson Pilot and Lincoln Financial Group. Provided direct support for senior leaders within the Shared Services division including the Chief Information Officer and his team.

Key accomplishments include:

- Led the people strategy of a \$150 million in-source of IT Infrastructure work from national IT provider.
- Developed and implemented a common compensation structure across the recently merged organization.
- Led the implementation of enterprise-wide talent management process utilizing common metrics and leadership competencies to review talent across the newly formed organization.

LFG: Delaware Investments - Philadelphia, PA

AVP, Senior HR Generalist (January 2004 – March 2006)

Senior HR Consultant within a mutual fund company with \$100+ billion in assets under management, supporting client group of 600+ senior investment professionals in Fixed Income and Equity, Client Services, Institutional Sales & Marketing, and Communications. Partnered with the CEO, Chief Investment Officers, and other senior leaders to align HR objectives to support the business strategy. Key accomplishments include:

- Lead HR contact in significant M&A transactions including the divestiture of \$15 million retirement services business and acquisition of 2 Investment teams with \$2.6 billion in assets under management.

- Lead HR contact for the development and implementation of sales compensation for domestic and international institutional sales team. Additionally managed the Delaware Stock Option Plan.
- Lead HR contact in a \$1B Leveraged Buyout of an investment team which transitioned to a UK entity.
- Business Unit lead for HR Transformation and subsequent outsource of LFG wide HRIS and payroll system.

LFG: Lincoln Financial Distributors – Philadelphia, PA

HR Consultant (May 2001 – December 2003)

Director level HR Consultant within a start-up organization supporting three financial sales distribution channels totaling 80% of LFD's total revenue or \$260+ million. Client group comprised of a highly compensated internal and external sales force of 250+ individuals located in multiple geographies. Key accomplishments include:

- Implemented wholesaler competency model to improve talent selection and to identify development opportunities for incumbents. Using these competencies increased productivity in key territories by 60%.
- Developed and implemented sales variable compensation plans for both the internal and external sales force across three distribution channels and multiple product lines to support the business goals and sales targets.
- Identified and developed diverse talent pipelines for key internal and external sales positions.
- Key member of enterprise-wide team charged with the implementation of new HRIS and the outsourcing of all administrative HR functions to external vendors.
- LFD Champion for enterprise-wide college recruitment program, Professional Development Program.

ASHLAND INC.

August 1999 – May 2001

Ashland Distribution Company – Dublin, OH

Senior HR Representative

Manager level HR Generalist, with 2 direct reports, for 42 chemical distribution facilities, with 700+ employees across four regions in the US, Mexico, and Puerto Rico. Served as a strategic partner with four senior operations managers to align HR practices with distribution strategy. Key accomplishments include:

- First chair negotiator on Union contracts with Teamsters. Managed union contracts and grievance process with Teamsters at seven facilities, while maintaining union free status in remaining facilities.
- Led process mapping and change management around ERP implementation (SAP) at 42 distribution facilities, and staff groups including the outsourcing of the IT function.
- Led the redesign of national hourly rate schedule for 1000+ employees across 80 facilities from 63 schedules to 1.

GE CAPITAL CARD SERVICES

May 1998 – August 1999

Atlanta Collection and Recovery Center – Atlanta, GA

HR Generalist

Number two HR professional and business partner to 12 line managers within start-up call center environment. Primary focus in role was to address significant employee relation issues within the 300+ employee call center, and to establish consistency in application of HR practices and policy across the center. Key accomplishments include:

- Reduced EEO claims by 75% in less than a year.
- Managed Session C – the GE Talent Management Process for the center.
- Facilitated outsourcing of call center work to India and Ireland.

IKON OFFICE SOLUTIONS

August 1997 – May 1998

IKON Management Services – Atlanta, GA - Contract HR Generalist

GEORGIA INSTITUTE OF TECHNOLOGY

September 1994 – January 1996

Office of Human Resources - Atlanta, GA - Employee Relations Assistant I

EDUCATION

GEORGIA STATE UNIVERSITY, ATLANTA, GA

1995 – 1997

Master of Business Administration, Major: Personnel Employee Relations

NORTHWESTERN UNIVERSITY, EVANSTON, IL

1990 – 1994

Bachelor of Arts, Economics

BOARDS, CERTIFICATIONS, AND PROGRAMS

Current Board Member, City of Atlanta Housing Authority, July 2010 - Present

Next Generation Leader Program through HRPS, April 2008 – Present

Conference Board Work Group – Managing from a Distance, October 2006 – September 2007

Former Board Member, Police Athletic League, Philadelphia PA, January 2002 – April 2006

Former Board Member, Junior Achievement of Delaware Valley, April 2002 – April 2006

Former Board Member, Lincoln Financial Group Foundation Board, Philadelphia PA, October 2001 – December 2004

GE Green Belt Certification: March 1999

City of Atlanta Government
Estimate of Total Compensation Package

NAME: Yvonne Cowser Yancy

POSITION: Human Resources Commissioner

This personalized sheet will provide you with valuable information about your *TOTAL COMPENSATION* package. The figures listed below represent the dollar value of your direct and indirect compensation for one year. This document is only an *estimate* of your total annual compensation based on the proposed salary.

What is your Total Compensation?

Your *Total Compensation* is more than the salary you see reported on your W-2 each year. The City of Atlanta also makes payments toward benefits, goods and services for you as an employee. Together, your salary and indirect compensation make up your *Total Compensation package*.

Your Proposed Salary, Annualized:

\$150,000

You are eligible for 9 paid holidays annually. Your salary includes the value of those holidays. The *estimated* annual value of holiday pay is 9 times your daily rate of **\$577** or **\$5,192**. Your daily rate is calculated by dividing the proposed annual salary by 260 (actual work days in a calendar year). Your salary also includes the value of your annual leave and sick leave. City employees accrue a minimum total of 12 days of annual and 13 days sick leave each year. Therefore, the *estimated* value of your annual leave is **\$6923**. The *estimated* value of your sick leave is **\$7,500**.

Your Defined Contribution Pension Plan:

\$9,000

Each payday the City of Atlanta contributes toward your future retirement through a city-sponsored pension program. You also make a contribution to this fund. The City of Atlanta currently matches your 6% pension contribution with an additional 6%. The City's approximate annual contribution, based on your *estimated* annual salary, is valued at **\$9,000**.

Your Health Care and Dental Care Benefits:

\$4,254

Eligibility for **health care benefits** is one of the most valued employer-provided benefits. The City health care plans include a POS and HMO. The City pays 70% of the insurance premium of the health plan selected, which ranges from **\$4,025** annually for an employee and up to **\$13,285** for an employee and family. The employee contribution depends on the health care plan and level of coverage selected. (**Special Note:** The city contribution towards insurance coverage begins on the 91st day of employment.)

Dental Insurance is an additional optional benefit. The City pays an amount equal to 70% of the insurance premium, which ranges from **\$229** annually for an employee up to **\$771** for an employee and family. The employee contribution depends on the dental care plan and level of coverage selected.

* This amount is based on the City's contribution to the POS plan for employee only.

Your Life Insurance:

\$21

The minimum amount of life insurance coverage is one times your base salary. The City of Atlanta pays for the first \$10,000 in basic life insurance, at **\$21** per employee per year. If you choose this option, you may also enroll in the voluntary supplemental plan and increase your life insurance coverage, in increments of \$10,000, up to three times your annual salary and cannot exceed \$250,000.

City of Atlanta Government
Estimate of Total Compensation Package
Page 2

Your Medicare Coverage: **\$2,175**
Medicare: Since 1986, the City of Atlanta has participated in the Federal Medicare retirement health care program. The City matches your contribution of 1.45% of your *estimated* annual salary. Your *estimated* Medicare benefit is **\$2,175** annually.

Your Other Benefits: **\$1,800**
Blackberry Cellular Telephone Service: Blackberry cellular telephone service is included in this package. The City of Atlanta pays for all "official" calls. The *estimated* average annual value of this service is **\$1,200**.

Supplemental Flexible Benefits Plan:
Under this plan, you can use pre-tax dollars to pay for several different insurance and benefits programs. You may elect up to **\$5,000** per year for dependent care reimbursement and up to **\$5,000** per year for unreimbursed medical expenses. The following supplemental insurance plans are available: cancer coverage, hospital intensive care, hospital indemnity, accidental/disability, and personal short-term disability.

Deferred Compensation Plan: The City of Atlanta provides a "tax deferred" compensation plan, offering a choice of three companies for investment of tax-deferred earnings. An employee may contribute up to **\$16,500** annually to this plan (or **\$22,000** for employees aged 50 or older or **\$33,000** if employee plans to retire in 3 years.).

Atlanta City Employee Credit Union: The City of Atlanta provides employees with credit union services.

Parking: The City of Atlanta provides parking at a discounted rate of \$35/ per month in a secure parking lot conveniently located to city hall. The rate for non City of Atlanta employees is \$85 mo/\$1020 yr, saving you **\$50 mo/\$600** annually.

Total Estimated Compensation Package **\$167,250**
When you add it up, your salary is only a part of your overall total compensation package. The value of your *estimated* total compensation package is **\$167,250** annually.

This offer is contingent upon a satisfactory background evaluation and assessment.

Signature

Date Accepted