

# 2011

## Classified Service Compensation Report



State of New Mexico

State Personnel Board

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## Purpose of Report

The State Personnel Board Rule Subsection E of 1.7.4.8 NMAC requires the Board to adopt and submit a compensation report that includes a summary of the status of the classified pay system and the results of the annual compensation survey that includes total compensation to the governor and the Legislative Finance Committee by the end of each calendar year. This shall serve as the official report.

This report conveys economic and pay trends, findings and data derived from compensation and benefits surveys that the State Personnel Office analyzes to determine whether or not salary ranges, rates and average salaries for state classifications and benefits for employees are competitive in the 8 state comparator labor market. The report summarizes key findings and comparative data showing the relationship of the state's wages and compensation programs to those of the 8 state comparator labor markets. It also presents data on state employee demographics, the use of available pay mechanisms and industry accepted workforce metrics as well as makes recommendations and suggestions for the enhancement of the classified service pay system.

## Personnel Act & Compensation Philosophy

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### Personnel Act

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The purpose of the Personnel Act is to establish for New Mexico a system of personnel administration based solely on qualification and ability, which will provide greater economy and efficiency in the management of state affairs (10-9-2 NMSA 1978).

### Compensation Philosophy

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The State of New Mexico's compensation philosophy, as stated in the existing Classified Service Pay Plan, reads as follows:

"The Compensation System (salary and benefits) for classified state government employees will be structured to support the mission of State Government and be consistent with State statutes to provide a high level of responsive service in meeting the needs of its citizens. The foundation of this structure is to reward employees for their specific contributions to the achievement of organizational goals and objectives. Fiscal responsibility requires that this approach be administered in a consistent manner throughout the State's classified service based on its financial capabilities."

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## Executive Summary

The classified service workforce consists of over 18,000 employees who are employed to advance the goals and objectives of over 65 executive agencies. The State of New Mexico recognizes that its employees are its most valuable asset as these employees are critical to providing services to all New Mexicans. Employment with New Mexico state government represents more than just a job. A career in public service is an opportunity to serve our families, friends and neighbors across the Land of Enchantment. Each day dedicated state employees strive to deliver excellence, accountability and efficiency.

As with all employers attempting to attract and retain qualified and dedicated employees to translate business strategy into success it is important to have a sound compensation program. A primary objective for an organization's compensation program is to be "externally competitive". However, due to challenging economic conditions during the past several years the classified service compensation program has sat on the sidelines and has not maintained pace with the market. The salary structure has fallen critically behind the market and employee pay has not kept pace with inflation or changes in the salary market. As the economy starts to recover, it is important to recognize that other organizations are taking action to target the same workers that the State is trying attract and retain.

This report contains a significant amount of data that explains the current situation of compensation in the classified service.

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### Classified Employee Pay and Salary Structure Significantly Below Market

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The pay strategy for New Mexico has been to be the "Average" payer in the region. This balances the State's need to pay a competitive salary, while remaining fiscally responsible. New Mexico must compete with other private and public employers for qualified workers. The average base salary in the classified service is \$41,995 annually. When compared to the primary eight state comparator market New Mexico ranks fourth; in total compensation, (salary plus benefits) New Mexico ranks fifth. In general this indicates that New Mexico has achieved its goal of being the average payer in the region. However, when a more thorough analysis is done at the individual classification level, average pay falls 10.2% below the market regression average. In some cases the average salary for benchmark classifications falls over 40% behind the market significantly impacting the State's ability to attract, retain, engage and reward employees.

The classified service salary schedule is even further behind the market. In order to support market average pay rates, the midpoint of the pay bands should reflect the market rate and be adjusted regularly to reflect the market increases. The classified service salary schedule has not been adjusted since 2007. This has placed the classified service in a precarious situation that is having a direct impact on agencies ability to attract and retain employees.

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There is a wide disparity in actual employee pay for employees assigned to the same pay band due to broad pay ranges where the maximum is 78% greater than the minimum. Staff is currently researching the impact of narrowing the width of the pay bands.

In order to provide competitive pay in-line with the average market rate, pay bands need to be upwardly adjusted each year to reflect the increase in the market. Funding also needs to be provided to keep current employees' salaries at market. The market pay philosophy collapses when consistent funding is not available for these two components.

The State must not be complacent and must be prepared to address pay concerns when funds are available. Revenue shortfalls have restricted the State from taking any meaningful steps to improve its competitive position in the market.

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### Overuse of Alternative Pay Bands Due to Lagging Salary Structure

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Over 33% of the job classifications are designated to Alternative Pay Bands (APBs) in response to a salary structure that is estimated to be 18% behind market.

The sheer amount of APB assignments is a clear indication that the salary structure is significantly behind the market and having an impact on agency operations. Alternative Pay Bands (APBs) are designed to be used on an exception basis to address compensation issues related to recruitment and retention that cannot be handled within the general base salary structure. A job that is evaluated appropriately at a certain level captures its true size and maintains internal equity to other similar sized jobs. However, when external forces of market supply and demand exceeds the limited supply of labor putting pressure on compensation, and eventually requiring the State Personnel Board to "temporarily" assign a job classification to a higher pay band.

Without the ongoing maintenance of total structure adjustment, New Mexico falls farther behind each year in its competitiveness to recruit and retain critical occupations. The more years that the structure goes unadjusted, the greater the cost of ultimately bringing it up to market.

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### Total Compensation Components Unbalanced

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Total compensation consists of pay and benefits provided to an employee. The percentage of total compensation provided in direct salary versus indirect benefits is skewed towards providing higher benefits by as much as 10%. Compared to the public and private sectors, New Mexico contributes significantly more towards medical benefits and deferred retirement earnings.

There are a number of factors impacting health insurance costs including plan design, in-network usage, premium and copayment costs for services. New Mexico offers a complete benefit package that includes health, dental, life and disability insurance, pharmacy and vision insurance as well as retirement and deferred

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compensation. Paid leave (annual, sick and holiday), compensatory time off and other leaves are provided to employees and make up a portion of total compensation.

Since health insurance costs make up such a significant portion of the total benefit costs, all employers' including the State, need to effectively manage benefits to maximize the return on the investment to the State and its workforce. The State should review the amount of the bi-weekly insurance premium paid by the State versus the employee. An increasing number of organizations are requiring employees to pick up a greater portion of their insurance costs. The State will also need to continue to review healthcare plan design and utilization rates and implement cost-management strategies that both mitigate increases and improve the overall health and well-being of employees.

The Public Employee Retirement Association (PERA) offers a defined benefit retirement program for state employees (educational employees participate in a separate plan). There have been significant changes to PERA over the past few years including changing employer/employee contribution rates and changing to a 30 year plan for new employees. The PERA retirement calculation considers both years of service and average highest earnings.

It is important that each employee be provided with a complete picture of the total value of their compensation package with State of New Mexico, including both direct compensation (cash) and indirect compensation (benefits, retirement, paid time-off, deferred compensation, etc.). The State Personnel Office will develop a total compensation statement using the PeopleSoft system and provide it to each employee.

Costs are increasing each year for all of the major components of total compensation. Discussions must continue to ensure the State is providing the most effective combination of salary and benefits to remain fiscally responsible while meeting the needs of employees.

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### Agencies and Classifications Vary Significantly when Compared to Market

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The average pay by pay band (based on regression analysis) lags the market by 10.2%. However, when each of the 160 individual benchmark classifications is analyzed independently, over 55% of the benchmark classifications trail the market by greater than 10%. Conversely 22.5% of the benchmark classifications average pay is at or above the market rate. There is a wide variance among actual benchmark classifications with average ranging from 46% below market to 42% above market.

The average employee compa-ratio (salary as a percentage of pay band midpoint) of all classified employees is 102%. When grouped by agency the average compa-ratio of employees ranges from 87% to 137%. There are 14 classified agencies that have an average compa-ratio less than 100% and 14 agencies that have an average compa-ratio of 110% or greater. The average employee compa-ratio's for the 17 largest executive branch agencies range from 93% to 116%.

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In order to correct these issues, more funds must be directed toward those classifications and agencies furthest behind market – an egalitarian across-the-board same increase amount for everyone approach will not address the underlying issues. It is also clear that this issue caused by a previous lack of action to address structure and average pay issues, cannot be accomplished in one year and must be addressed over multiple years.

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### A Constantly Changing Labor Market

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Annual base salaries are constantly changing in the marketplace, coinciding with the importance of regularly monitoring market changes and adjusting salaries accordingly. Since 2001 labor markets have increased 36.5% (3.65% on average), while New Mexico has only authorized salary increase's totaling 24.3% (2.43% on average), with the last one occurring in 2008. As the economy improves and unemployment decreases employers will continue to increase existing employee salaries and offer competitive entrance salaries in order to attract and retain qualified workers.

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### Implement Variable Pay-for-Performance Reward System

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The State is currently reviewing methods to propose the introduction true variable pay-for-performance into the classified service compensation system. This includes merit increases to base salaries, variable rewards, bonuses, incentive pay, etc. In general the compensation system must align pay and results to recognize and reward employees for their contribution to the success of the agency – those who are engaged more and add more value to the success of the agency should receive a greater reward than those who are not contributing as much. To be effective variable pay should have some relationship to base pay amounts. Variable pay mechanisms such as these are important components to the reward system that provide methods to reward performance, short-term assignments or compensate for special situations.

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### Need for Classification System Improvements

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In 2001, the State implemented a new classification system and reduced the number of job classifications from 1,200 to 867. This project known as NM.HR.2001 included the mandatory establishment of three levels (roles) within each occupationally based job family. Supervisor levels were removed and employees were compensated for taking on supervisory responsibilities through additional pay. Managers were grouped into five generic levels and further expanded to eight levels in 2005. Work is scheduled to begin in 2012 to reinstitute supervisor classifications and develop additional manager classification descriptions with job specific duties, responsibilities and minimum qualifications.

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### System Maintenance Costs

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The total cost of providing a 1% salary increase for classified employees for a full year is \$9,159,687 including benefits (\$4,946,231 with 54% General Fund Split).

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# Salary Surveys & Data Sources

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## Annual Salary Survey Purpose

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The purpose of conducting an annual salary survey is to determine the competitiveness of the salary structure (Pay Bands) and the State's current pay practice (actual pay) with the average pay of the State's comparative markets and to determine the competitiveness of benefits (insurance, leave, etc.) to the markets. The State Personnel Office (SPO) uses numerous key surveys to collect salary data.

## Salary Surveys

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The benchmark classifications identified for analysis as part of the salary survey were selected based on the following criteria:

- They represent a large sample of state employees;
- They represent a variety of job occupations (clerical, administrative, trade, counseling, law enforcement, etc.);
- They represent a range of levels in job complexity (measured in job content points).

### **Central States Compensation Association Salary Survey:**

SPO participates in a comprehensive annual salary survey of benchmark job classifications sponsored by the Central States Compensation Association (CSCA). The Association was established in 1984 for the purpose of improving the validity of job matches and accuracy of data in salary surveys among the states and reducing the number of individual surveys exchanged among the states on an annual basis. In 2010, 24 state governments participated in this annual survey. Data for states that had market movement were "aged" in accordance with industry standards. In 2010, New Mexico identified job matches for 297 of the 316 benchmark classifications in the survey. 160 core benchmark classifications were used in the analysis contained in this report. Over 465,189 state workers are represented in this survey. In 2011, the CSCA merged with the Southeastern States Salary Conference to form the National Compensation Association of State Governments; however, at the time of this report published survey results from the consolidated survey were not available.

### **CompData Survey (West Region):**

The 2011 survey contains 339 jobs in the states of Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming. A total of 665 organizations submitted data. CompData Surveys beginning in 2009 redesigned their compensation electronic data to report compensation as an industry-specific and regional resource and has increased the number of organizations to create a larger more comprehensive data of current pay and benefit information.

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## Industry & Economic Data Sources

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- **WorldatWork Total Salary Increase Budget Survey:** WorldatWork is a global, not-for-profit professional association with more than 23,000 compensation, benefits, and human resource professionals. Founded in 1955, WorldatWork is dedicated to knowledge leadership in compensation, benefits and total rewards disciplines associated with attracting, retaining, and motivating employees. For over three decades, the Total Salary Increase Budget Survey has been relied upon as the foundation from which corporations and government agencies project their annual salary budget increases. This report is acknowledged as one of the longest running (38 years) and most comprehensive salary surveys and being the largest salary increase budget survey of its kind (2,377) participating organizations representing approximately 13.6 million employees). This year, 224 responses were from New Mexico participants. In July 2011, projections for 2012 indicated participating organizations plan to adjust salary structures upward by an average 1.9% and provide average merit increases of approximately 2.9%. Survey results indicate that 88% of organizations provided a base salary increase in 2011—which is up by 2% from last year. Increased focus on variable pay appears to be offsetting base salary increases; with approximately 80% of organizations offering some sort of variable pay this year (remained the same from last year). Supporting data may be found at [www.worldatwork.org](http://www.worldatwork.org).
  - **Central States Compensation Association:** Data extracts from this associations survey for the states of Arizona, Colorado, Kansas, Nevada, Oklahoma, Texas, Utah and Wyoming show that median salaries in the Pay Practices Survey benchmarks for the eight states increased approximately 0.62% and average salaries increased 0.41%. Median salaries are a reliable indicator of how much salary structures have changed from the previous survey period. Average salary increases indicate the average (actual) increase in pay employees received. Typically, average salary increases outpace median increases.
  - **Compdata Survey (West Region):** The 2011 survey suggests that participating organizations plan to provide salary increases averaging 1.6%. Supporting data may be found at [www.compdatasurveys.com](http://www.compdatasurveys.com).
  - **The HayGroup:** Hay consultants are reporting clients plan to adjust their salary structures 2.0% and provide average salary increases of 3.0%. These figures encompass over 1,700 organizations representing over 3 million employees. Supporting data may be found at [www.haygroup.com](http://www.haygroup.com).
  - **Mercer:** The 2012 U.S. Compensation Planning Survey, which gathered responses from more than 950 employers and reflected pay, practices for nearly 12million workers. Data referenced in this document were compiled through September/October 2010. Due to the recent economic downturn many sources are working with their clients to revise their projections. Revised data has been included where available. Salary increases of 2.9% next year. Supporting data may be found at [www.mercerhr.com](http://www.mercerhr.com).
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- **Towers Watson:** The Towers Watson Compensation practice indicates that organizations plan to provide a 2.8% average salary increases next year. Supporting data may be found at [www.towerswatson.com](http://www.towerswatson.com).
  - **Hewitt Associates:** Hewitt Associates Compensation practice indicates that organizations plan on providing 2.9% average salary increase next year. Supporting data may be found at [www.hewittassociates.com](http://www.hewittassociates.com).
  - **Compensation.BLR.com:** Survey results show that the planned increases for both merit and general raises have increase is 2.9% for 2012. Supporting data may be found at [www.compensation.blr.com](http://www.compensation.blr.com).
  - **IOMA:** The Report on Salary Surveys published by IOMA's survey group indicates that employers plan to provide a 3.0% average salary increase next year. Supporting data may be found at [www.ioma.com](http://www.ioma.com).
  - **Buck Consultants:** The data indicated employers plan to provide 2.8% average salary increases in 2011. Supporting data may be found at [www.buckconsultants.com](http://www.buckconsultants.com).
  - **American Federation of Teachers:** The 2011 Compensation Survey contains 45 key benchmarks in various occupations indicate that organizations plan to provide 1.5% average salary increases. Supporting data may be found at [www.aft.com](http://www.aft.com).
  - **Integrated Healthcare Strategies:** The 2011 National Healthcare Staff Compensation Survey indicates participating organizations plan to adjust their salaries by 3%. The survey includes data from over 1,200 organizations representing over 1 million employees. Supporting data may be found at [www.strategies.com](http://www.strategies.com).
  - **United States Bureau of Labor Statistics:** The Bureau of Labor Statistics of the U.S. Department of Labor is the principal Federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. Its mission is to collect, analyze, and disseminate essential economic information to support public and private decision-making. As an independent statistical agency, BLS serves its diverse user communities by providing products and services that are objective, timely, accurate, and relevant. Supporting data may be found at [www.bls.gov](http://www.bls.gov)
  - **New Mexico Department of Workforce Solutions:** This state agency in New Mexico is responsible for measuring labor market activity, working conditions, and price changes in the statewide economy. One of its roles is to collect, analyze, and disseminate essential economic information to support public and private decision-making. Supporting data may be found at [www.dws.state.nm.us](http://www.dws.state.nm.us)
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## Total Compensation

SPO defines total compensation as “the complete reward/recognition package for employees, including all forms of money, benefits, perquisites, services and in-kind payments.” The State of New Mexico provides a competitive employee benefit package that includes: employer-paid medical insurance contributions, pension (retirement) contributions, paid leave allowances for vacation days, sick days and paid holidays. Additionally, state employees can take advantage of a Section 457, Deferred Compensation Plan that allows for contributions to a tax-deferred savings program that can be used to supplement their retirement plan.

Studies conducted by World at Work, the Employee Benefit Research Institute, the Society for Human Resource Management, International Personnel Management Association, National Association of State Personnel Executives, Hay Group, Towers Perrin, and numerous other organizations reveal that employer-provided employee benefits remain an important part of the total rewards package in attracting and retaining workers.

### Eight State Comparator Market

The adjacent table (Table 1) shows that New Mexico ranks fourth when compared against the eight state comparator salary markets, which is up one spot from 2010. New Mexico has traditionally held the median position for many years now. In 2000, the Hay Group reviewed the benefits offered [Table 1](#) by the State and ranked the benefit package as median or slightly above the average benefit package of the eight state comparator market. SPO participates in an annual benefit survey and the results continue to support this ranking.

Table 2 provides a comparison of the eight state’s average total compensation amounts for the past ten years. Increases to both salary and benefits have resulted in significant growth in total compensation for these states. The following chart compares total compensation for New Mexico against the average of the eight states comparator market.

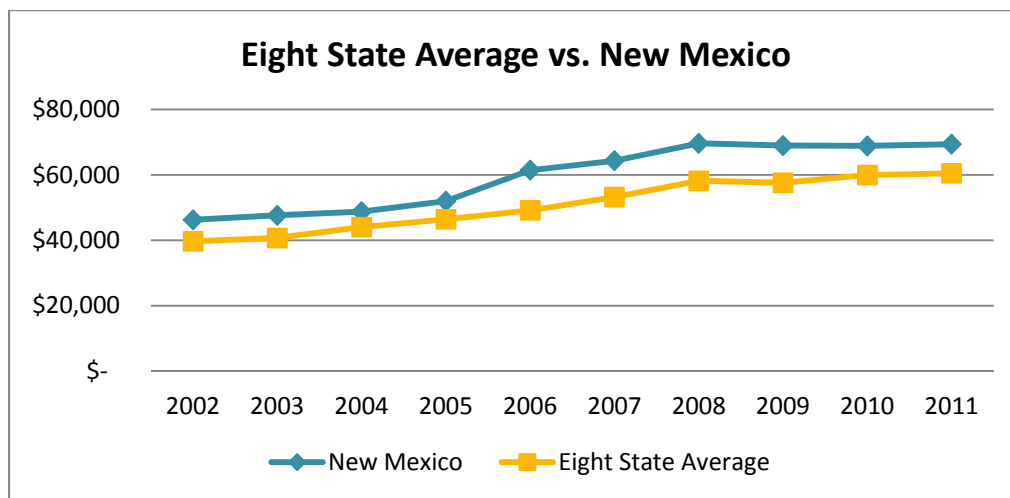
#### Eight – State Comparator Market Total Compensation Ranking

Wyoming	\$ 81,452
Colorado	\$ 73,444
Utah	\$ 73,444
<b>New Mexico</b>	<b>\$ 69,354</b>
Arizona	\$ 69,264
Oklahoma	\$ 66,664
Nevada	\$ 64,480
Texas	\$ 58,361
Kansas	\$ 55,348

Table 2

Eight-State Total Comp History										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arizona	\$ 42,286	\$ 44,616	\$ 44,096	\$ 46,010	\$ 49,504	\$ 48,047	\$ 60,258	\$ 61,318	\$ 69,576	\$ 69,264
Colorado	\$ 60,216	\$ 62,754	\$ 58,282	\$ 62,442	\$ 68,972	\$ 70,192	\$ 75,088	\$ 78,894	\$ 78,250	\$ 73,444
Kansas	\$ 42,723	\$ 44,845	\$ 44,429	\$ 46,821	\$ 48,464	\$ 47,324	\$ 52,624	\$ 56,971	\$ 55,952	\$ 55,348
Nevada	-	-	\$ 60,050	\$ 62,026	\$ 65,915	\$ 66,224	\$ 68,100	\$ 64,480	\$ 64,480	\$ 64,480
New Mexico	\$ 46,238	\$ 47,611	\$ 48,734	\$ 51,958	\$ 61,421	\$ 64,311	\$ 69,608	\$ 68,920	\$ 68,823	\$ 69,354
Oklahoma	\$ 43,035	\$ 43,701	\$ 44,346	\$ 47,112	\$ 47,486	\$ 52,223	\$ 64,917	\$ 64,251	\$ 66,518	\$ 66,664
Texas	\$ 42,557	\$ 44,886	\$ 44,949	\$ 46,821	\$ 48,694	\$ 51,306	\$ 54,103	\$ 55,468	\$ 56,884	\$ 58,361
Utah	\$ 48,173	\$ 48,485	\$ 50,294	\$ 55,016	\$ 55,931	\$ 64,654	\$ 70,886	\$ 66,498	\$ 73,424	\$ 73,444
Wyoming	\$ 48,818	\$ 49,899	\$ 52,125	\$ 53,934	\$ 56,555	\$ 66,594	\$ 71,136	\$ 73,694	\$ 79,269	\$ 81,452

\*2002-2003 Nevada did not report data

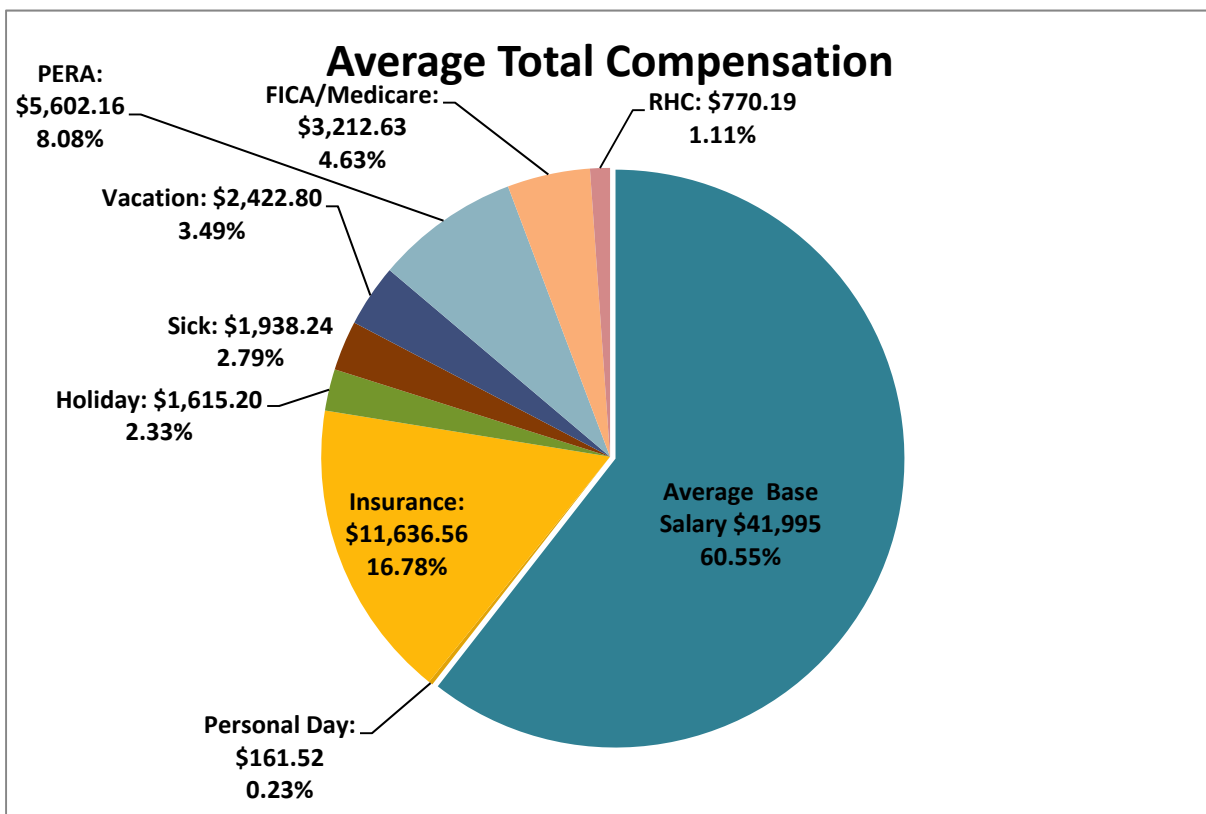


## Total Classified Compensation Calculation Sample

The following table and chart provide a sample breakdown of the components of total compensation using the average classified base salary of \$41,995. The employer sponsored components include mandated benefits, insurance and paid time off. The additional value of benefits provided by the State is \$27,359, resulting in a total compensation amount of \$69,354. In general, for each dollar paid by the State in direct base salary it also provides an additional sixty-five cents worth of additional value-added indirect (benefits) compensation. As a whole, base salary accounts for approximately 60.6% of total compensation, while benefits account for 39.4% of total compensation.

Table 3

<b>Average Base Salary:</b>		<b>\$41,995.00</b>	
<b>Employer Sponsored Benefits:</b>			
<b>FICA/Medicare</b>	(6.2% / 1.45% of gross salary)	\$ 3,212.63	4.6%
<b>PERA</b>	(13.34% of gross salary)	\$ 5,602.16	8.1%
<b>RHC</b>	(1.8 % of gross salary)	\$ 770.19	1.1%
<b>Vacation</b>	(120 hours per year)	\$ 2,422.80	3.5%
<b>Sick</b>	(96 hours per year)	\$ 1,938.24	2.8%
<b>Holiday</b>	(80 hours per year)	\$ 1,615.20	2.3%
<b>Insurance</b>	(less than \$50,000)	\$ 11,636.56	16.8%
<b>Personal Day</b>	(8 hours per year)	\$ 161.52	0.23%
<b>Total Benefits</b>		<b>\$ 27,359.30</b>	<b>39.4%</b>
<b>Total Compensation (Salary + Benefits):</b>		<b>\$ 69,354.30</b>	<b>60.6%</b>



*\*Sample based on Presbyterian family coverage in conjunction with family dental, vision, life and disability coverage.*



## Employer Costs for Employee Compensation vs. New Mexico

Table 4

Compensation Component	Civilian Workers	Private Industry	State & Local Government	State of New Mexico
<b>Wages and salaries</b>	69.4%	70.4%	65.4%	60.6%
<b>Benefits</b>	31%	29.6%	34.6%	39.4%
<b>Paid leave</b>	6.9%	6.7%	7.5%	8.9%
<b>Supplemental pay</b>	2.4%	2.8%	0.8%	0.0%
<b>Insurance</b>	8.9%	8.1%	12.0%	17.9%
<b>Health</b>	8.4%	7.6%	11.6%	16.8%
<b>Other</b>	0.5%	0.5%	0.4%	1.1%
<b>Retirement and savings</b>	4.6%	3.7%	8.2%	8.1%
<b>Defined benefit</b>	2.8%	1.6%	7.4%	8.1%
<b>Defined contribution</b>	1.8%	2.0%	0.8%	-
<b>Legally required</b>	7.8%	8.3%	6.1%	4.6%

The table above contains a break down and compares total compensation components in New Mexico to national trends for civilian workers, private industry and state and local government. These costs are derived from the National Compensation Survey conducted by the U.S. Bureau of Labor Statistics and published in the monthly Employer Cost for Employee Compensation (ECEC) report.

Once average total compensation is derived, the various components can in turn be calculated as a percentage of total compensation. This allows for comparisons to be made between the State of New Mexico and national trends. In general, the balance between direct compensation (wages and salaries) and indirect compensation (benefits, paid time-off and retirement) for the State is noticeably different than any of the other three groups. Wages and salaries only account for 60.6% of total compensation versus 65.4% for state and local governments nationally and approximately 10% less than either all civilian workers or workers in private industry on a national level.

As a result of this imbalance between salaries and benefits, it is clear that the amount of leave (paid time-off) provided by the State is significantly greater than the national average as well as the percentage of insurance (medical, dental, vision, etc.) paid by the State. The general trend occurring nationally in both public and private sectors is to have employees cover a greater percentage of their benefits through increased premium rates and higher co-pays and yearly deductibles. This passes a greater cost on to the employee and reduces the cost to

the employer. This also provides an incentive to employees to better manage their health and wellness issues than if the employer is bearing most of the cost.

Retirement and savings in New Mexico is about two times the amount of the national average for each component. Defined benefit programs have been phased out in most private sector organizations and are also being used less often in the public sector. Most organizations with defined benefit plans are also offering supplemental or alternative defined contribution retirement programs such as 457 or 401(k) plans. Although deferred earnings are critical to maintaining a comfortable living in later years, a key issue with employer paid retirement is that this is a liability long after (40 to 60 years) an employee has left the organization.

The difference between the rates in the Legally Required section is primarily due to Workers Compensation costs. This rate is not included in the New Mexico calculation. However, if it were it is estimated it would minimally impact the percentage of this component by slightly less than 1%

A solid retirement plan plays a key factor in attracting employees to work for an organization and an even larger factor in retaining employees. However, due to the changes in workforce demographics, today's workers tend to move between different organizations more and be attracted to portable retirement plans that can be taken with them when they leave an organization. Although there is no dispute on the importance of retirement and the time value of money, it may be time to review the balance between the various components of total compensation.

## National Trends

It is critical for key stakeholders to be familiar with what "trends" are occurring in compensation administration at the national, regional and local levels in terms of comparator market activity and economic indicators in order to put the State's current compensation situation in perspective and understand the reasoning behind specific recommendations made by the State Personnel Office.

Our research indicates that most organizations plan to provide merit increases of approximately 2.5%. Survey sources indicate that organizations as a whole across all industries plan on providing increases that range from 0% to 3.6%.

WorldatWork indicates that US employers plan on

Table 5

### Industry Related Trends & Data Sources

Organization	2012
WorldatWork	2.9%
CSCA	0.0%
CompData	1.6%
Hay Group	3.0%
Mercer	3.0%
Towers Watson Data Services	2.8%
Aon Hewitt	2.9%
BLR	2.1%
IOMA	3.0%
Buck Consultants	2.8%
AFT	1.5%
Integrated Health Services	3.0%
Social Security Administration	3.6%

providing an average 2.9% general salary increase (based on survey responses from all US regions and industries). In the Major Industry Grouping subset of WorldatWork data, Public Administration Sector employers predict an average general increase of 1.3% in 2012, which matches the actual 2011 salary increase rate.

The Social Security Administration announced that it will provide a 3.6% increase adjustment to Social Security and Supplemental Security Income benefits for more than 55 million Americans. The Social Security Administration has not provided a cost of living adjustment (COLA) since 2008.

## Economic Data

### Employment Cost Index (ECI)

The ECI measures the changes in compensation costs, which include wages, salaries and employer costs for employee benefits. Annual compensation costs for civilian workers increased 1.9% for the year that ended September 2011. Annual compensation costs for state and local government workers increased 1.5% for the year that ended September 2011. This is down from 1.7% for the year that ended September 2010. Effective April 2007, the methodology for collecting and reporting Employment Cost Index (ECI) changed, which has a slight impact on trending ECI historical data. This is not the result of a change in what an establishment or the employees have been doing, but instead stems from a reclassification based on the new hierarchy. Supporting data may be found at [www.bls.gov](http://www.bls.gov).

### Consumer Price Index—All Urban Consumers (CPI—U)

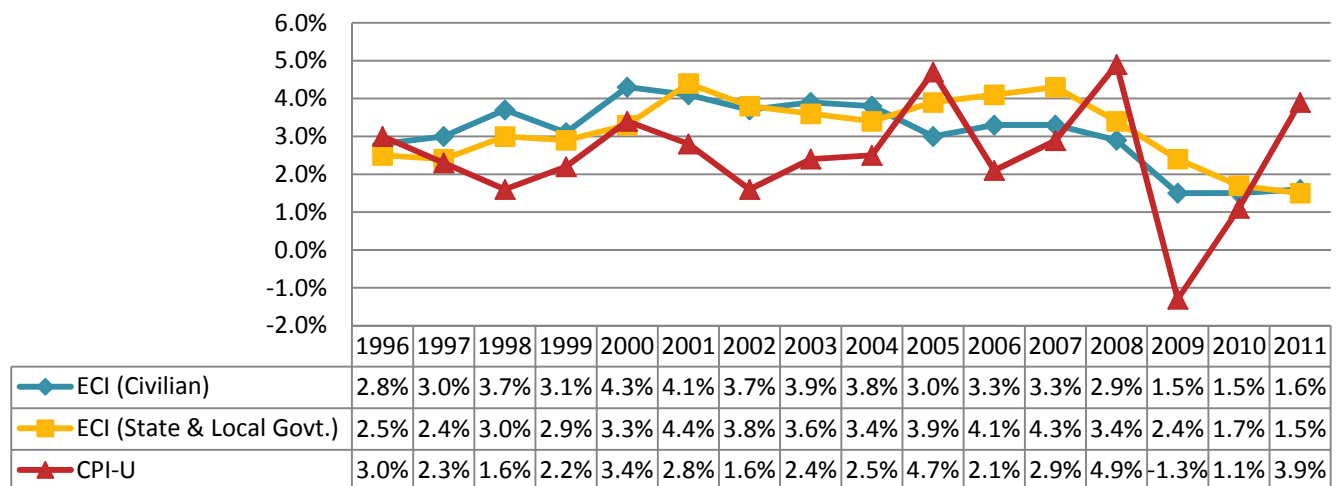
The CPI is the most widely cited index number for a price level that may be used as an indicator of the cost of living compiled by the Bureau of Labor Statistics of the US Department of Labor. It is an indicator of the changing purchasing power of the dollar. Specifically, it measures the price changes of items in a fixed “market basket” of goods and services purchased by a hypothetical average family. The CPI-U (which covers 80% of the population of the United States) increased 3.9% for the 12 prior months that ended September 2011. The September index of 226.89 (not seasonally adjusted) (1982-84 = 100) was up from 218.44 (not seasonally adjusted) in the 12 months that ended September 2010. Supporting data may be found at [www.bls.gov](http://www.bls.gov).

Table 6

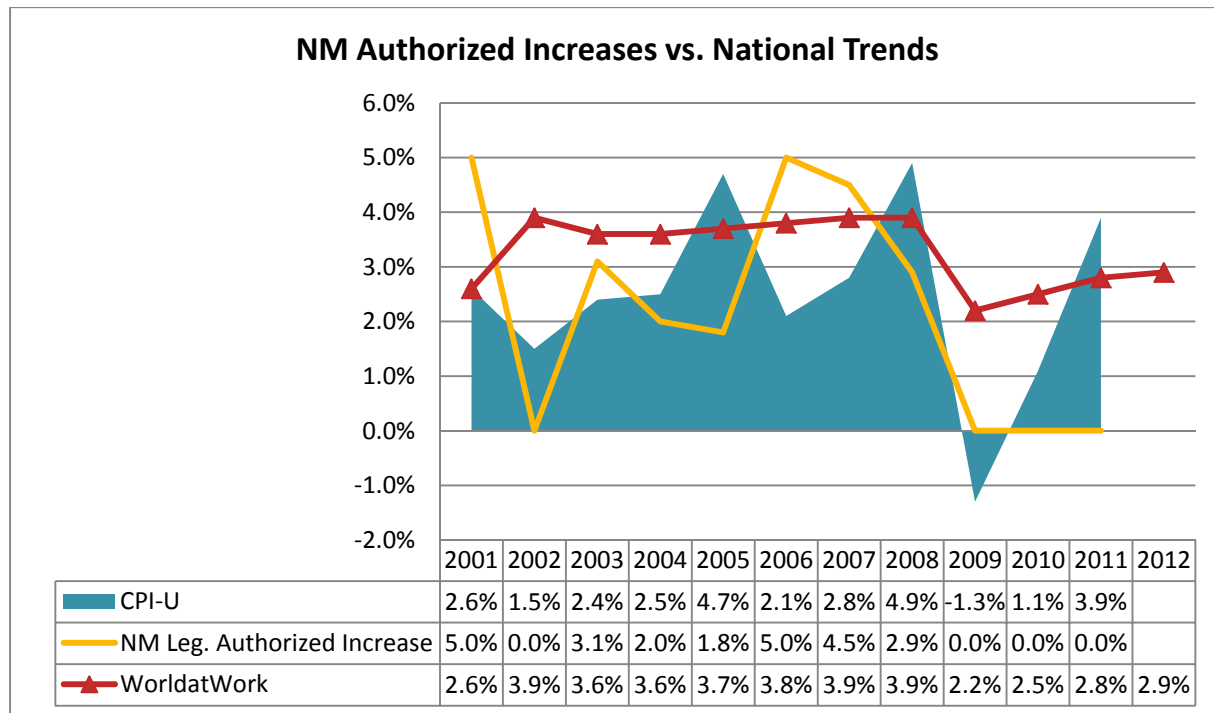
ECI & CPI Economic Data (% for 12 months ended September)			
Year	ECI (Civilian)	ECI (State & Local Govt.)	CPI-U
1996	2.8	2.5	3.0
1997	3.0	2.4	2.3
1998	3.7	3.0	1.6
1999	3.1	2.9	2.2
2000	4.3	3.3	3.4
2001	4.1	4.4	2.8
2002	3.7	3.8	1.6
2003	3.9	3.6	2.4
2004	3.8	3.4	2.5
2005	3.0	3.9	4.7
2006	3.3	4.1	2.1
2007	3.3	4.3	2.9
2008	2.9	3.4	4.9
2009	1.5	2.4	-1.3
2010	1.5	1.7	1.1
2011	1.6	1.5	3.9

Over the past ten years the New Mexico has not kept pace with salary increases when compared to both the CPI-U and WorldatWork indicators, or has there been any correlation between salary increases and economic/market trends. This is understandable due to the fact that the Executive has not made salary recommendations to the Legislature for several years. The result is that state employee pay has fallen behind the market and state employee purchasing power has decreased. When prices increase and salaries do not – it means that it costs more dollars for the same amount of goods and services – ultimately impacting an employee’s ability to purchase those goods and services.

## ECI & CPI Economic Data



The chart on the next page compares the CPI-U (shaded area) and the national salary market movement as determined by WorldatWork against the Legislatively Authorized salary increases in New Mexico. Since 2001, the CPI-U has cumulatively increased 22.3% and WorldatWork has tracked salary increases totaling 36.5%, while New Mexico has only provided employees cumulative salary increases of 24.3%. The last salary increase employees in New Mexico received was in 2008. In 2012, WorldatWork is projecting average salary increases of 2.9%. Economic and funding challenges have restricted the State from taking meaningful steps to provide salary increases in recent years; however, when adequate funding is available the State must be prepared to address pay concerns or risk falling further behind in pay. It is important to note that even during economically challenging times organizations were providing salary increases to their employees in an effort to reward performance and retain talent, not explicitly to keep up with inflation.



## Regional Trends

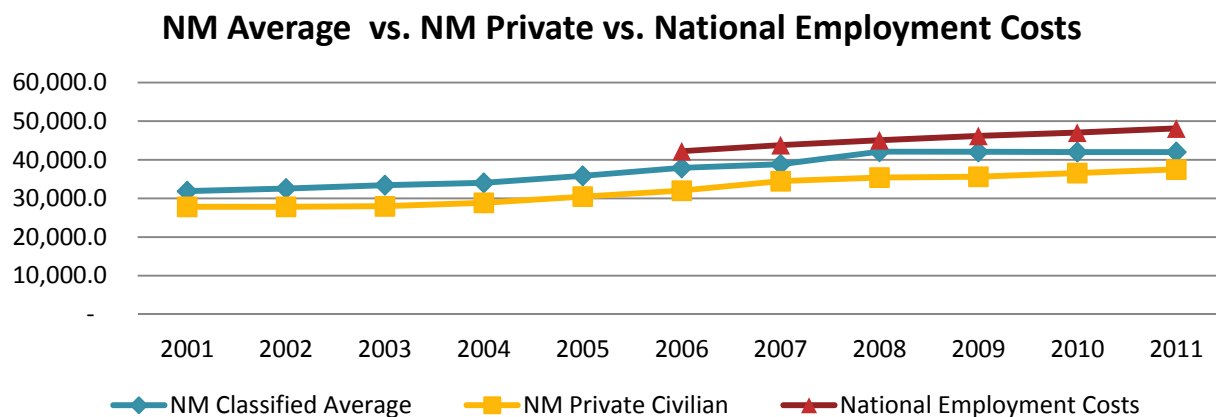
The following table illustrates the average classified salary for New Mexico and the eight state comparator market for the past 10 years. This table shows how the average annual salary has changed year to year and the furthest column to the right shows the percent change in average salary from 2010 to 2011. The change from year-to-year should be viewed as a snapshot in time as a macro-indicator and should not be construed to depict how each comparator state administered actual pay for individual employees. Each year the composition of filled jobs changes slightly in regards to agency business needs, available budget, new hires, career progression and separations.

Table 7

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Avg % change from 2010-2011
Arizona	\$ 31,824	\$ 31,859	\$ 31,454	\$ 31,960	\$ 34,879	\$ 36,607	\$ 37,077	\$ 37,448	\$ 37,630	\$ 36,695	-2%
Colorado	\$ 47,088	\$ 49,038	\$ 45,425	\$ 48,360	\$ 52,104	\$ 50,328	\$ 52,017	\$ 53,952	\$ 55,044	\$ 51,072	-7%
Kansas	\$ 30,575	\$ 32,366	\$ 44,429	\$ 33,931	\$ 35,074	\$ 34,511	\$ 36,664	\$ 38,248	\$ 38,100	\$ 35,235	-8%
Nevada	\$ 37,554	\$ 43,040	\$ 43,550	\$ 44,556	\$ 48,099	\$ 48,325	\$ 49,694	\$ 55,704	\$ 55,704	\$ 55,704	0%
New Mexico	\$ 32,558	\$ 33,426	\$ 34,018	\$ 35,834	\$ 37,918	\$ 38,820	\$ 42,099	\$ 42,058	\$ 41,986	\$ 41,995	0%
Oklahoma	\$ 29,935	\$ 29,946	\$ 29,963	\$ 30,722	\$ 32,534	\$ 34,356	\$ 34,686	\$ 34,984	\$ 35,200	\$ 32,495	-8%
Texas	\$ 31,039	\$ 32,594	\$ 32,565	\$ 32,809	\$ 34,121	\$ 36,124	\$ 37,365	\$ 38,461	\$ 39,232	\$ 39,265	0%
Utah	\$ 35,433	\$ 35,308	\$ 35,851	\$ 37,440	\$ 37,996	\$ 38,030	\$ 42,504	\$ 42,562	\$ 42,635	\$ 39,312	-8%
Wyoming	\$ 35,020	\$ 35,844	\$ 36,106	\$ 37,474	\$ 39,385	\$ 40,012	\$ 43,686	\$ 45,822	\$ 45,822	\$ 44,764	-2%

## New Mexico Trends

The average classified salary was \$41,995 in July 2011. The average private salary in New Mexico was \$37,492 based on the employer costs for employee compensation report, which is a product of the Quarterly Census of Employment and Wages first quarter (2011) report published by the New Mexico Department of Workforce Solutions. The national average salary was \$40,090 in July 2011 based on employer costs for Employee Compensation Report which is a product of the data from the National Compensation Survey published by United States Bureau of Labor Statistics. The average classified salary continues to be higher than the both the New Mexico and national average salaries. The table below provides a 10-year trend of the average salaries reported for the three sources listed above.

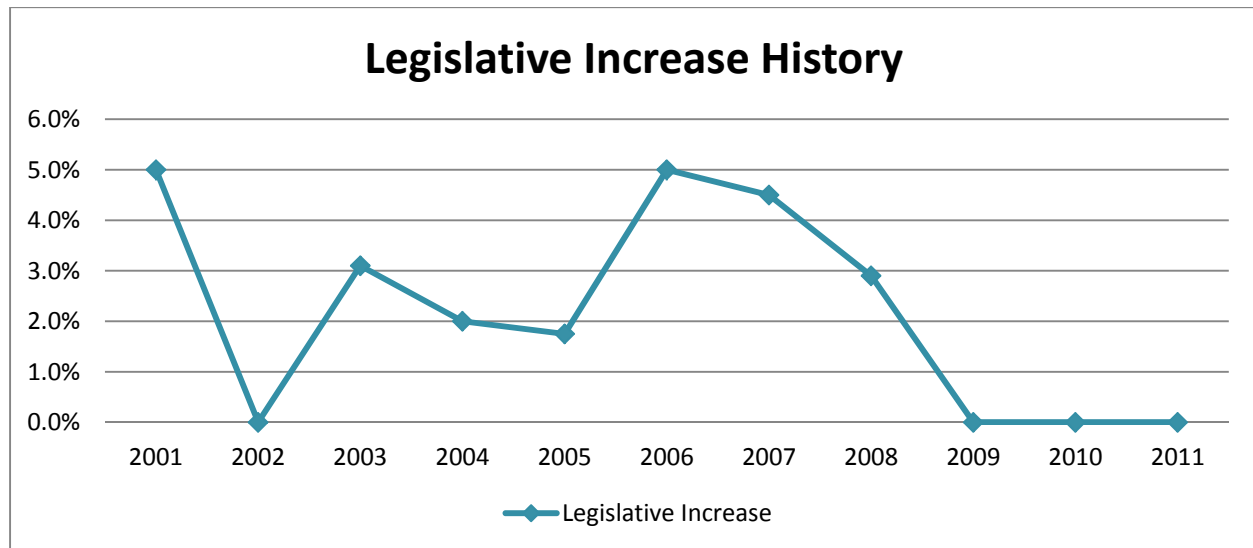


## New Mexico Legislatively Authorized Salary Increases

The following table provides information on the legislatively appropriated salary increases for each of the past 10 years. This table includes general salary increases as well as any supplemental increases to employees in specific occupationally based classifications for the years that they were provided. Over the past 10 years New Mexico has spent \$100,474,500 general fund dollars providing annual salary increases. However, a majority of this funding was appropriated prior to 2009.

Table 8

Date	Legislative Increase	Other	General Fund Appropriation
7/1/2001	5.0%		\$8,514,600
7/1/2002	0.0%		-
7/1/2003	3.1%		\$5,810,000
7/1/2004	2.4%		\$9,100,600
7/1/2005	1.8%	<ul style="list-style-type: none"> <li>Public Defender Attorneys – 1.75% + an additional 3.25% = 5.0%</li> <li>Commissioned Officers at DPS = 5.0%. This includes MTD &amp; SID Commissioned Officers.</li> <li>Adult Probation &amp; Parole Officers at the Department of Corrections 3.25% then the 1.75% General Salary Increase on top of the 3.25%</li> <li>MVD Clerks at the Taxation &amp; Revenue Department. \$585,000 given directly to agency in expansion request to bring clerks to 85% compa-ratio</li> <li>Game and Fish Department: \$1,250,000 given to provide internal salary increases to Conservation Officers and other agency staff. Worked with Department to develop internal pay plan.</li> </ul>	\$11,408,100
7/1/2006	5.0%	<ul style="list-style-type: none"> <li>MTD/SID Officers at the Department of Public Safety. \$129,600 for MTD Officers and \$182,600 for SID Officers. This resulted in an average 18.0% increase for MTD and an average 20.2% increase for SID.</li> </ul>	\$23,097,100
7/1/2007	4.75%	<ul style="list-style-type: none"> <li>Bring 86 employees to \$7.50/hr.</li> <li>5% to MTD/SID Officers at DPS “in lieu” of FY08 pay package.</li> <li>Additional 5% to Adult Correctional Officers and Public Defender Attorneys.</li> <li>Additional 4% to Probation/Parole Officers, Librarian, Librarian Asst., Librarian Tech., Livestock/Meat Inspector, Dispatcher, Security Guard, Forensic Scientist O &amp; A roles, Highway Maintainers, Civil Engineering Tech. Also HSD FAA’s, &amp; CSLA. DOH Chemist; Microbiologist; Life, Physical &amp; Social Science Tech., and Medical Scientist-Except Epidemiologist.</li> </ul>	\$29,661,100
7/1/2008	2.9%		\$12,883,000
7/1/2009	0.0%		-
7/1/2010	0.0%		-
7/1/2011	0.0%		-



## System Maintenance Information

The tables provided on the next page show the cost of adjusting classified employee salaries by one-percent (1%). The Cost of In-Range Salary Adjustments for a Full Fiscal Year table calculates the cost of salary increases based on average actual classified employee salaries. The Cost of Midpoint Salary Adjustments for a Full Fiscal Year table calculates the cost of salary increases based on the midpoint of each classified employee's Pay Band. The data provided below display the average classified hourly rate as of July 2011. The annual salary cost for the classified service for one eight-hour day is also provided.

### Cost of In-Range Salary Adjustments for a Full Fiscal Year

Percent of Actual Salary Adjustment	Full Cost	General Fund (54%)
1%	\$9,159,687	\$4,946,231

### Cost of Midpoint Salary Adjustments for a Full Fiscal Year

Percent of Midpoint Salary Adjustment	Full Cost	General Fund (54%)
1%	\$9,049,883	\$5,390,838

### Cost of One Day

One Day Cost	Full Cost	General Fund (54%)
	\$3,522,957	\$1,902,397

*\*Full cost includes state paid benefits.*



# Base Pay Analysis

## Maintaining External Competitiveness

In 2011, New Mexico was ranked fourth compared to the eight state comparator market, which is up from fifth place in 2010. This position supports New Mexico's compensation strategy is to "match" the market and be the overall average payer in the region. However, it should be noted that this is a simple indicator and that further in-depth analysis provided later in this report portrays how actual pay for New Mexico classified employees compares to similar benchmark jobs in the comparator market based on similar job content, size and complexity as well as qualifications and working conditions.

Table 9 shows the average classified salary over the past 11 years for New Mexico compared to the average of the eight state comparator market. The furthest column to the right shows the relationship between the two components for each year. The comparison should be viewed as a snapshot in time as a macro-indicator and should not be construed to depict how each comparator state administered actual pay for individual employees. Each year the composition of filled jobs changes slightly in regards to agency business needs, available budget, new hires, career progression and separations.

Table 9

### **Eight – State Comparator Market Base Compensation Ranking**

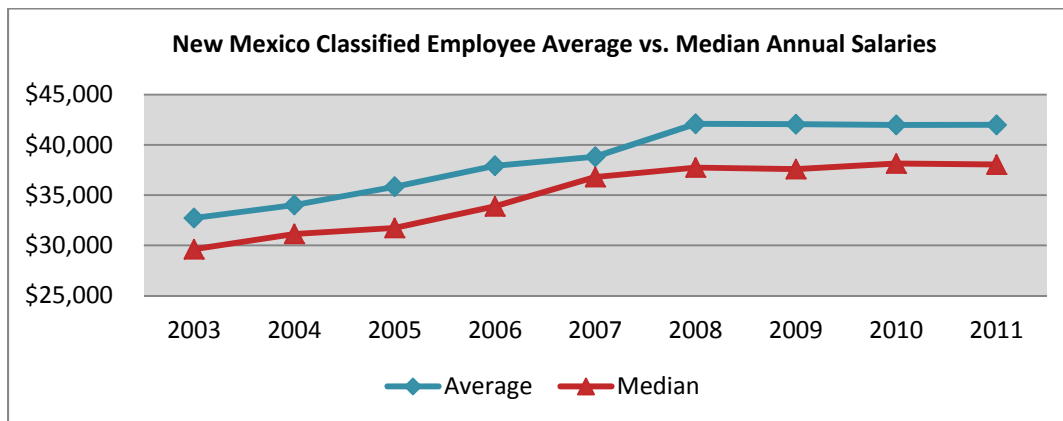
<b>Nevada</b>	\$ 55,704
<b>Colorado</b>	\$ 51,072
<b>Wyoming</b>	\$ 44,764
<b>New Mexico</b>	<b>\$ 41,995</b>
<b>Utah</b>	\$ 39,312
<b>Texas</b>	\$ 39,265
<b>Arizona</b>	\$ 36,695
<b>Kansas</b>	\$ 35,235
<b>Oklahoma</b>	\$ 32,495

Table 10

Year	8 State Average	New Mexico	Percent NM Trails Market
<b>2001</b>	\$35,116	\$31,858	-10.2%
<b>2002</b>	\$34,809	\$32,558	-6.9%
<b>2003</b>	\$36,249	\$33,426	-8.4%
<b>2004</b>	\$37,418	\$34,018	-10.0%
<b>2005</b>	\$37,157	\$35,834	-3.7%
<b>2006</b>	\$39,274	\$37,918	-3.6%
<b>2007</b>	\$39,787	\$38,820	-2.5%
<b>2008</b>	\$41,712	\$42,099	0.9%
<b>2009</b>	\$43,398	\$42,058	-3.2%
<b>2010</b>	\$43,671	\$41,986	-4.0%
<b>2011</b>	\$43,367	\$41,995	-3.3%

## New Mexico Classified Employee Average & Median Salary Comparison

The chart below shows how average and median classified salaries have advanced from 2003 to 2011. During this time average salaries increased by 30.3% (\$10,137) and median salaries increased by 28.5% (\$8,430). Due to recent economic conditions most of this advancement occurred prior to 2008. The median salary shown in the table above has traditionally been lower than the average salary due to the large number of employees earning less than the average annual salary of \$41,995.



The following chart and table shows the distribution of classified employees by earnings. A significant shift in the number of classified employee's earnings occurred from 2003 to 2011. In 2011, 52.6% of New Mexico's classified employees earned between \$20,000 and \$40,000 annually.

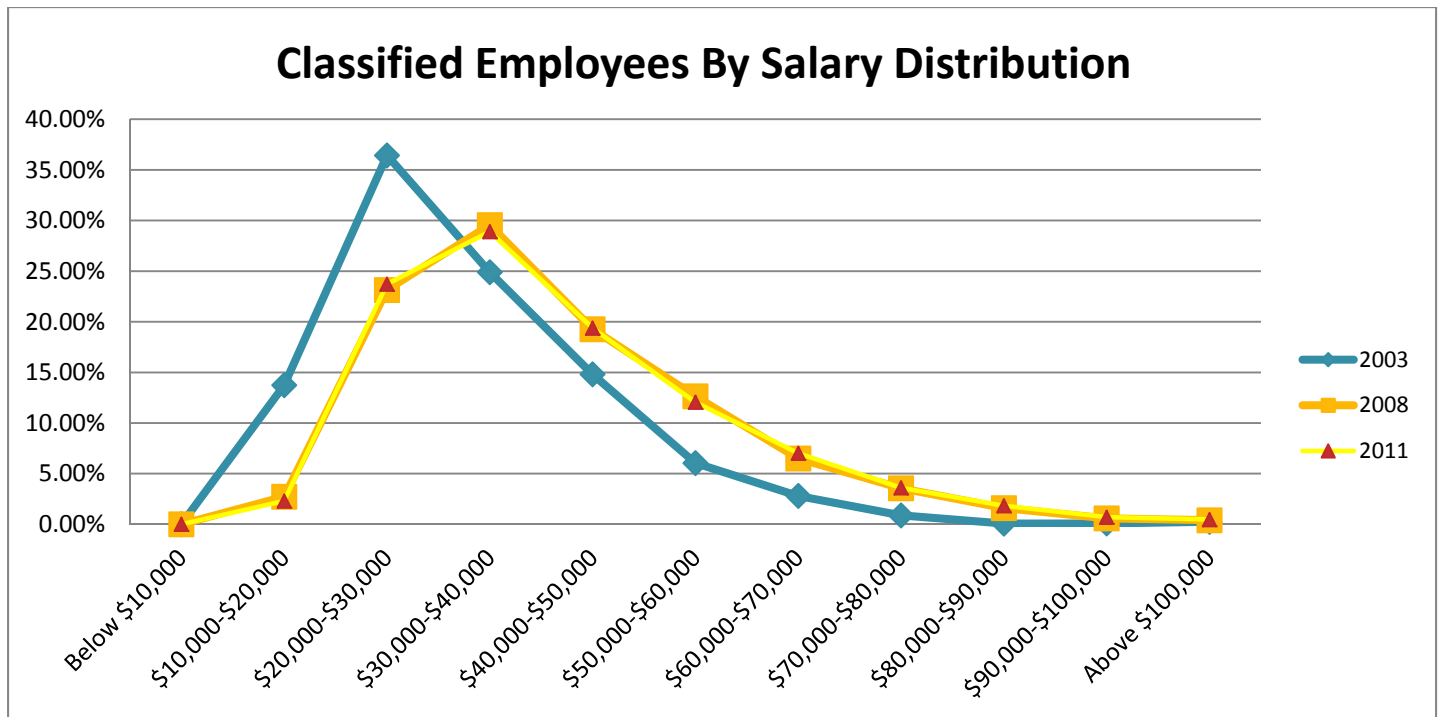


Table 11

	2003	2008	2011
Below \$10,000	0.00%	0.00%	0.00%
\$10,000-\$20,000	13.73%	2.73%	2.06%
\$20,000-\$30,000	36.43%	23.14%	23.71%
\$30,000-\$40,000	24.89%	29.56%	28.90%
\$40,000-\$50,000	14.81%	19.27%	19.40%
\$50,000-\$60,000	6.05%	12.65%	12.10%
\$60,000-\$70,000	2.80%	6.50%	7.00%
\$70,000-\$80,000	0.88%	3.56%	3.62%
\$80,000-\$90,000	0.07%	1.61%	1.80%
\$90,000-\$100,000	0.08%	0.59%	0.71%
Above \$100,000	0.25%	0.41%	0.47%

## Benchmark Analysis

Since it is virtually impossible to collect salary data from the comparator market on each and every job classification used in the classified service, SPO uses “benchmarking” in its market pricing activities. (Benchmarking is the process of selecting jobs that represent defined reference points.) Market pricing is the process of establishing market composite rates, which are market average for each benchmark job obtained from any and all appropriate data sources.

Benchmark jobs share the following characteristics:

- The occupational content of the job is well known, relatively stable and agreed upon
- They represent the entire range of jobs in the hierarchy to be evaluated
- They represent a cross section of occupations
- They are used in multiple agencies
- They are common across a number of different employers
- A sizable portion of the workforce is employed in these jobs

This methodology is based on generally accepted compensation practices to be used as a means of establishing an accurate assessment of pay comparability in the labor market.

Once benchmark salary data has been collected and compiled it may be used to correlate general market rates with job size for those job classifications not directly surveyed, this provides a general summary of market pay across the organization. SPO uses linear regression analysis to create a model to explain the relationship between job size and market pay. The results of the regression analysis by pay band are displayed in a tabular format in the adjacent table

The difference based on regression analysis, between New Mexico pay and the eight state comparator market pay overall is 10.22%. However, a larger difference exists in jobs assigned to lower pay bands. The average difference in lower pay bands 25 through 50 is 21.02%, while the average difference in higher pay bands 55 through 98 is only 4.82%. This indicates that in general employee pay in lower pay bands significantly trails the market more than employee pay in higher pay bands. Approximately 60% of classified employees hold positions assigned to pay bands 55 through 75, with average employee pay in those five pay bands lagging the market averages by 9.27%. Again, this **should not be**

**Table 12**

<b>NM Actual Salary vs. 8 State Comparator Market</b>	
<b>Pay Band</b>	<b>% Behind Market</b>
<b>25</b>	-23.79%
<b>30</b>	-22.10%
<b>35</b>	-21.28%
<b>40</b>	-20.46%
<b>45</b>	-19.65%
<b>50</b>	-18.83%
<b>55</b>	-12.24%
<b>60</b>	-10.74%
<b>65</b>	-9.26%
<b>70</b>	-7.78%
<b>75</b>	-6.36%
<b>80</b>	-5.01%
<b>85</b>	-3.72%
<b>90</b>	-2.53%
<b>95</b>	-1.44%
<b>96</b>	-0.44%
<b>97</b>	0.45%
<b>98</b>	1.24%
<b>Average</b>	<b>-10.22%</b>

interpreted to mean that every employee's pay is behind market by the amount stated for each pay band, but rather how far pay on average is behind for various size jobs.

Since the salary structure is further behind the market at the lower pay bands, by definition it forces agencies to administer pay at rates further behind market rates. Revenue shortfalls, recent economic conditions, budgeting vacant positions at the minimum of the pay band, high turnover, the hiring freeze and lack of salary increases over the past few years have all contributed to pay practices that result in low salaries when hiring and promoting employees. This appears to be more prevalent in the lower pay bands constantly in clerical, blue-collar, service-oriented, technical and administrative support positions. This represents approximately forty (40) percent of the classified service.

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### Average Salary Data by Pay Band

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Table 13 shows the average salary and average compa-ratio by pay band as well as the number of employees in each pay band. Also included in this table are FY11 Vacancy and Turnover rates. Compa-ratio is calculated by taking an employee's salary and dividing it by the midpoint of the pay band. A compa-ratio of 100% represents the midpoint of the pay band. The average compa-ratio by pay band is generally below midpoint at the lower pay bands and higher at the larger pay bands. This trend suggests that the agencies are paying slightly below the pay band midpoint for the smaller sized jobs and over the pay band midpoint and closer to the pay band maximum for larger sized jobs.

For positions in pay bands 25 through 50, the average vacancy rate is 17.04% as compared to 18.83% for pay bands 55 through 75. A very different situation exists for turnover in these same positions. Average turnover for groups in pay bands 25 through 50 is 51.68% as compared to 37.87% for positions in pay bands 55 through 75. This indicates that while the State is able to maintain a consistent higher level staffing it is having more difficulty retaining employees in lower pay bands.

When the data in this table is paired with the data in table 13 the difference in pay between New Mexico and the market the situation becomes more alarming. For example at pay band 30 the average compa-ratio is 98%, and the average pay at this pay band is positioned at 22.10% behind market the true average pay for positions in pay band 30 is actually 20.10% behind market. This indicates that the midpoint represents 80% of market and the minimum represents approximately 52% of market. When described in these terms it should be no surprise that turnover is so high for employees who, if hired at minimum, are essentially being paid 52 cents on the dollar.

Table 13

Grade	Average Salary	Average Compa-Ratio	Employee Count	Vacancy Rate	Turnover
25	\$19,664	97%	313	16.94%	63.89%
30	\$21,271	98%	704	14.62%	80.39%
35	\$22,668	96%	492	19.35%	52.40%
40	\$26,186	102%	1172	19.35%	41.53%
45	\$29,527	104%	1161	15.66%	26.82%
50	\$30,857	98%	1566	16.32%	40.55%
55	\$34,022	97%	2628	17.03%	31.84%
60	\$37,851	98%	2716	17.66%	34.74%
65	\$44,895	106%	2233	19.83%	72.83%
70	\$48,954	103%	1675	21.82%	25.96%
75	\$57,552	108%	1607	17.81%	23.98%
80	\$67,916	113%	587	16.18%	31.61%
85	\$70,865	104%	762	15.31%	31.33%
90	\$80,223	103%	316	17.02%	45.76%
95	\$88,584	99%	143	9.89%	35.16%
96	\$106,564	103%	57	14.02%	50.24%
97	\$130,728	109%	28	18.05%	48.65%
98	\$164,562	118%	15	10.00%	103.57%

### Average Salary Data by Agency

The table in Appendix A illustrates data similar to the section above grouped by state agency. The average compa-ratio by agency for classified employees ranges from the Border Development Authority at 87% compa-ratio to the Architect Examiners Board at 137% compa-ratio. The average compa-ratio for all employees is approximately 103%.

Although vacancy and turnover rates can be misleading for smaller agencies due to a smaller number of employees it is still the vacancy rate. For example the Human Services Department had an 11.3% turnover rate with over 60 times the number of employees as the State Treasurer's Office (11.1% turnover rate). These rates also do not consider the types of classifications, geographic location, funding source or compensation philosophy in each agency.

## Average Salary Data by Benchmark Classification

Three of the classifications with the lowest average compa-ratios are shown in the table below. The low pay within pay bands coupled with a substantial vacancy rate and high turnover rate places agencies at a disadvantage when trying to recruit and retain for these classifications. Both the Family Assistance Analyst and the Probation Parole Officer are professional level classifications requiring a Bachelor's degree or its equivalent as a minimum qualification; however, the agencies on average are paying at the lower end of the pay band. Market rates for these two classifications are \$35,101 and \$45,212 respectively showing a substantial difference between the average pay for these classifications and the market rate. Many employees use these classifications as a stepping stone to "get their foot in the door" to state government and/or to gain job related experience with a large number of these employees subsequently transferring to higher paying positions in state government or resigning to accept employment with a public or private employer to do similar work for a much higher rate of pay.

The Highway Maintenance Worker – Operational classification primarily used by the Department of Transportation (DOT) shows relatively low average salary \$27,942 as compared to a market of \$37,301. This coupled with a high vacancy and turnover rate is having an impact on the ability of the DOT to achieve one of its key objectives of providing safe roads. Recently DOT was approved to fill 108 vacant Highway Maintainer positions (47 Highway Maintainer – Operational) by the end of the year and is actively recruiting through the State's NEOGOV recruitment system. SPO and DOT are currently working on a plan to accelerate both internal promotions and/or external hires. It is expected that this effort will retain employees and reduce the number of recruitments by 50% allowing existing staff to focus on other tasks in the Department.

Table 14

Title	Incumbents	Average Salary	Average Compa-ratio	Vacancy Rate	Turnover Rate
<b>Family Assistance I</b>	402	\$30,381	79%	16.0%	23.4%
<b>Probation Parole Officer I</b>	254	\$35,419	83%	17.6%	25.1%
<b>Highway Maintenance Worker - Operational</b>	364	\$27,942	89%	20.4%	18.9%

In many classifications, the low salaries are a function of existing pay administration practices. It is difficult for agencies to justify hiring new employees at higher salaries than existing employees who have been working in

the classification for many years. As each new hire is brought in at the same or lower rate than the previous new hire, revenue appropriations may require an agency to leave a position vacant for longer than planned to use the “vacancy savings” for other purposes to balance the budget by the end of the fiscal year.

Three classifications with high average compa-ratios (containing five or more employees) are shown in the table below. The low pay within the pay bands

Table 15

Title	Incumbents	Average Salary	Average Compa-ratio	Vacancy Rate	Turnover Rate
<b>Psychiatrist - Advanced</b>	5	\$172,856	145%	54.5%	60.0%
<b>Surveyor - Operational</b>	5	\$59,843	127%	20.0%	20.0%
<b>Healthcare Practitioner - Advanced</b>	7	\$44,488	116%	41.7%	42.9%

The Psychiatrist – Advanced is in one of the highest pay bands in the classified service and has an average salary well over the market rate of \$156,418, but still has a high vacancy rate and even higher turnover rate. Key factors impacting this classification are geographical location and/or the work environment of these employees. Many Psychiatrists are located in rural healthcare facilities or correctional institutions creating significantly difficulty in attracting individuals to apply.

Surveyors – Operational receive an average salary in line with the average market salary of \$59,962 with a turnover and vacancy rate of 20%. A key factor with this classification is the very limited supply of surveyors due to the requirement of a degree in surveying (New Mexico State University is the only school with a program in surveying) resulting in high demand for these workers from competing private sector organizations due to the limited number of qualified individuals. Surveyors are professional level positions with occupational requirements very similar to those of engineers. In December 2011, the State Personnel Board re-assigned the surveyor classification to a higher pay band that matches the Civil Engineer classification and should alleviate some of the salary competitiveness.

Healthcare Practitioners – Advanced earn an average salary of \$48,338 that is below the market average rate of \$53,137. Average vacancy and turnover rates are slightly over 40%. It is difficult for state health agencies to compete with hospitals and schools for qualified healthcare workers due to shortages in the healthcare field.



SPO is currently researching alternative pay delivery methods such as creating temporary pools with different compensation rules and providing specialty pay in key areas.

The following table lists the top ten benchmark job classifications with the greatest variance (+/-) to the eight state comparator market. A complete listing of all 160 benchmark classifications and related data can be found in Appendix B

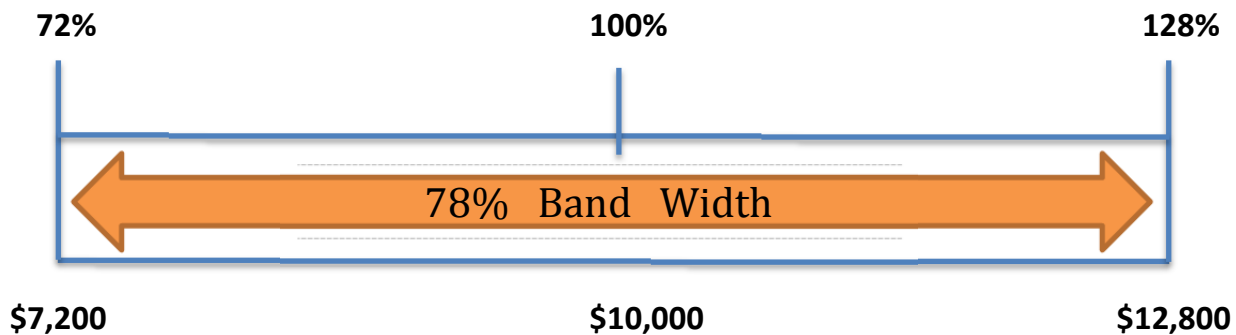
Table 16

Job Title	Number of Incumbents	Average Salary	Market Annual Average	% Policy to Market
MEDICAL RECORDS & HEALTH INFORMATION – ADVANCED	8	\$ 34,572	\$ 63,561	-45.61
ADMINISTRATIVE OPERATIONS MANAGER II - NURSING	12	\$ 75,180	\$ 135,960	-44.70
CHEF & HEAD COOK – OPERATIONAL	2	\$ 36,530	\$ 25,722	42.02
COOK, INSTITUTIONAL & CAFETERIA – ADVANCED	6	\$ 27,917	\$ 45,325	-38.41
IT ARCHITECT	1	\$ 93,005	\$ 67,348	38.10
EMPLOYMENT, RECRUITMENT & PLACEMENT SPECIALIST - ADVANCED	35	\$ 33,504	\$ 51,298	-34.69
DENTAL ASSISTANT - OPERATIONAL	2	\$ 27,353	\$ 41,536	-32.54
FINANCIAL EXAMINER – OPERATIONAL	4	\$ 39,043	\$ 57,072	-31.57
SOCIAL & HUMAN SERVICE ASSISTANT - ADVANCED	6	\$ 31,769	\$ 46,952	-30.94
MARKET RESEARCH ANALYST - OPERATIONAL	1	\$ 39,246	\$ 55,734	-29.58

## Classified Salary Structure

In order for an organization, especially a large one, to manage pay efficiently and effectively it must simplify the administration of pay into a practicable system. When establishing a salary structure, organizations use job size to group individual classifications having approximately the same job size or “worth” into pay bands. As discussed in the previous section the SPO uses job evaluation to determine the size of each classification.

A pay range sets the upper and lower bounds of possible compensation for individuals whose jobs fall in a specific pay band. Each pay band for classified employees is 78% wide – meaning the maximum rate of pay is 78% greater than the minimum rate of pay. While this band width is higher than usually found, it has minimized the impact of market increases upon hiring rates. From an external perspective the pay band acts as a control device identifying the lower and upper range of pay rates the State is willing to pay for a particular job. From an internal consistency perspective the range of pay reflects the approximate differences in performance or experience the State wishes to pay for a given level of work.



The classified salary structure consists of 18 pay bands. Each pay band ranges from 72% compa-ratio to 128% compa-ratio with the midpoint value of each pay representing 100% compa-ratio. Compa-ratio is defined as a percentage of the pay band midpoint. The range progression between midpoint values is approximately 11.8%. This means that a pay band's midpoint value is approximately 11.8% higher than the lower pay band. This can be seen in table 17 on the following page.

**Table 17**

Classified Service Salary Schedule					
Pay Band	Minimum	Midpoint	Maximum	Midpoint Progression	Band Width
25	\$14,518	\$20,197	\$25,834	-	78%
30	\$15,621	\$21,715	\$27,789	7.52%	78%
35	\$16,952	\$23,566	\$30,160	8.52%	78%
40	\$18,512	\$25,730	\$32,926	9.18%	78%
45	\$20,363	\$28,309	\$36,213	10.02%	78%
50	\$22,610	\$31,429	\$40,227	11.02%	78%
55	\$25,272	\$35,131	\$44,949	11.78%	78%
60	\$27,664	\$38,418	\$49,171	9.36%	78%
65	\$30,534	\$42,432	\$54,309	10.45%	78%
70	\$34,050	\$47,299	\$60,528	11.47%	78%
75	\$38,168	\$53,040	\$67,870	12.14%	78%
80	\$43,056	\$59,821	\$76,544	12.78%	78%
85	\$48,963	\$68,016	\$87,048	13.70%	78%
90	\$55,931	\$77,688	\$99,424	14.22%	78%
95	\$64,272	\$89,274	\$114,254	14.91%	78%
96	\$74,214	\$103,085	\$131,934	15.47%	78%
97	\$86,050	\$119,538	\$152,984	15.96%	78%
98	\$100,173	\$139,131	\$178,069	16.39%	78%

A linear regression line that connects the 18 midpoint values of each pay band is described as the “Policy” line. The policy line defines what the State is willing to pay. Two other linear regression based lines commonly used are the “Market” line and the “Practice” line. The market line is developed using the average pay rates for each job and based off of market analysis and the practice line represents the average pay of classified employees using actual pay rates. Simply speaking:

- Policy = Midpoint
- Market = Comparator Pay Rates
- Practice = New Mexico Pay Rates

In 2001, the State Personnel Office implemented a salary structure that, through regression analysis, was set at 95% of the eight state comparator markets. However, over the past decade as the market increased the classified salary structure was not adjusted. This left the State with a salary structure that does not reflect the actual comparator market resulting in the salary structure being significantly behind the market.

It is critical that a salary structure accurately reflect the salary market for many reasons to include recruitment, selection, retention, appropriate placement, performance management, salary increases, etc. An improperly maintained salary structure that is behind the market contributes to many potential problems for the State. For example in the recruitment area, qualified applicants may not apply for

vacant positions citing low starting pay and look for employment with other employers resulting in those who apply and are selected being hired closer to the midpoint, which should reflect full performance rather than the starting salary for new hires (In FY11, new hires were hired at an average 91% compa-ratio).

Table 18 compares the classified service midpoints established by policy to the eight state comparator market rates (Market).

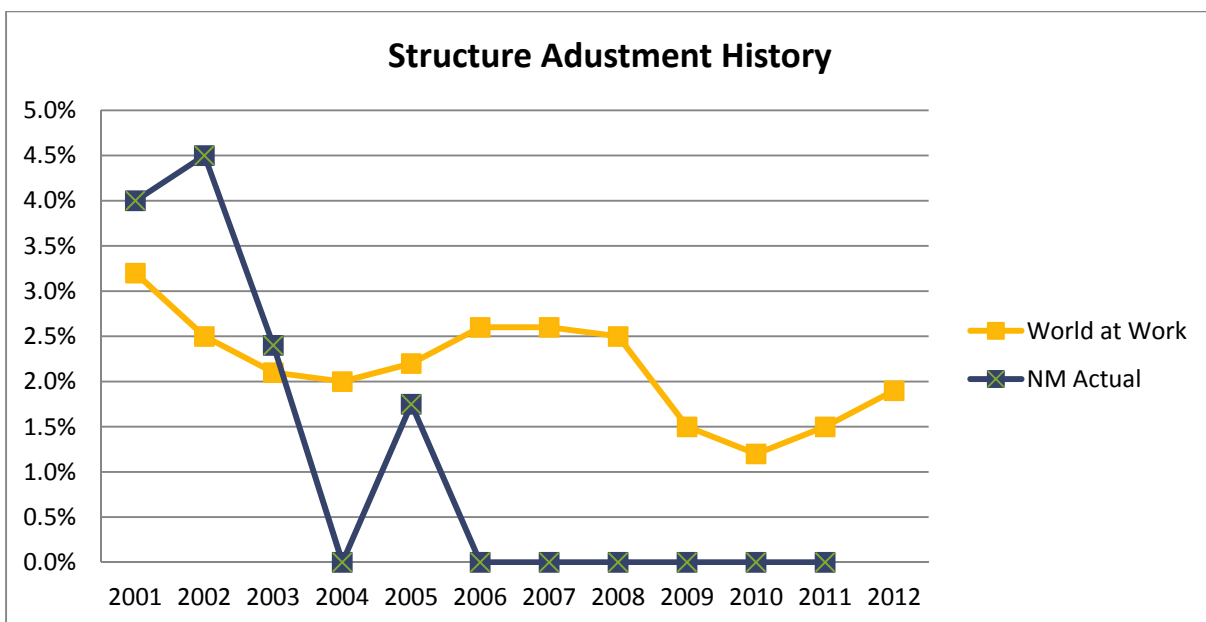
Chart on the next page illustrates the level of structure movement related to key indicators over the past 10 years and also identifies cumulative changes. Over the past 10 years SPO data shows structures have increased 27.1% with WorldatWork indicating its participating organizations adjusted their structures by over 21.3%. However, New Mexico has only adjusted its salary structure by 12.6% upward the same time period – with most of the adjustment occurring between 2001 and 2005.

**Table 18**

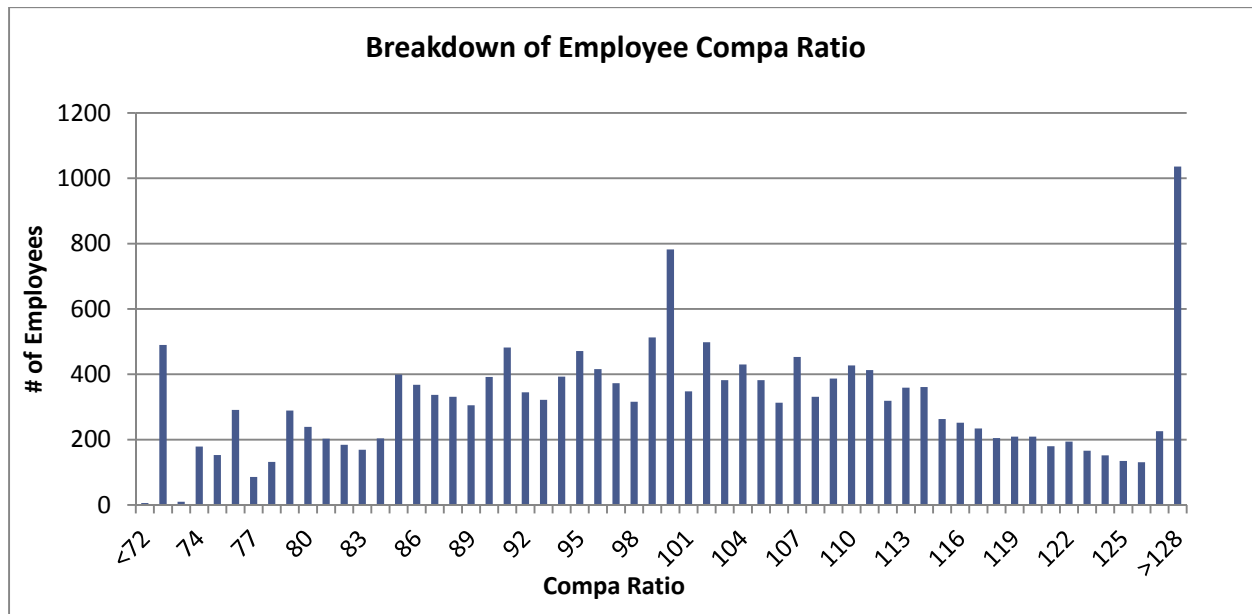
**Regression Comparison (Policy vs. Market)**

Pay Band	NM Policy	Market
25	\$20,197	\$26,627
30	\$21,715	\$30,739
35	\$23,566	\$33,227
40	\$25,730	\$36,149
45	\$28,309	\$39,611
50	\$31,429	\$43,831
55	\$35,131	\$45,973
60	\$38,418	\$50,023
65	\$42,432	\$54,810
70	\$47,299	\$60,627
75	\$53,040	\$67,475
80	\$59,821	\$75,575
85	\$68,016	\$85,369
90	\$77,688	\$96,930
95	\$89,274	\$110,774
96	\$103,085	\$127,268
97	\$119,538	\$146,930
98	\$139,131	\$170,346

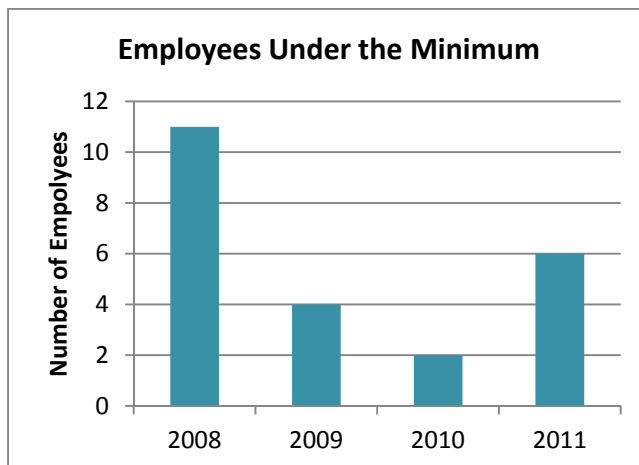
A lack of structure adjustment has left the State with a non-competitive salary structure that is approximately 23.2% on average behind market. However, the ***actual difference is estimated to be closer to 18% behind market*** due to many factors. The primary reason is the use of alternative pay bands is designed to address recruitment and retention related pay issues on a limited basis where severe market pressures drives up market rates for a relatively short time period. Once the salary structure catches up to market and/or external market pressures cease to exist alternative pay bands should be removed. In the absence of structure adjustment alternative pay bands are being overused with over 33% of classified service job classifications being assigned to alternative pay bands and this is not a short term resolution. Other key factors contributing to this shortfall include numerous positions being misclassified and the need to remove unused job classifications and develop new job classifications. All of these factors have not been addressed for the past decade.



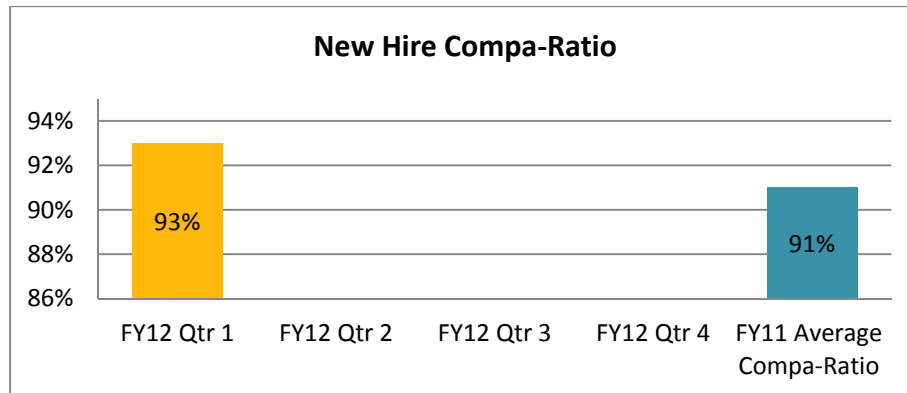
The distribution of classified employees generally resembles a bell-shaped curve with several multi-modal spikes in the number of employees spread fairly evenly throughout the distribution. There is a noticeably higher amount of employees who are exactly at midpoint and a significant amount of employees over the maximum of the pay band (over 128% compa-ratio).



Approximately 5.6% of classified employee's pay rates are over the maximum of the pay band due to base-building salary increases prior to 2010. Although the previous Administration allowed employees' salaries to go over the maximum of the pay band, the Governor Martinez Administration has taken action to ensure new employees are being hired within the pay band boundaries. The tables below illustrate the number of classified employees whose salary is either below the minimum pay rates or above the maximum pay rates of their respective pay bands.



New hire pay rates, on average, were at a 91% compa-ratio in FY11 and have increased to 93% compa-ratio in the first quarter of FY12. New hires with minimal experience should be hired closer to entry level rather than the midpoint of the range. This shows that the midpoint has or is becoming the entry level for classified positions.



## Alternative Pay Bands

An Alternative Pay Band (APB) assignment is used when the current market rate for a classification significantly exceeds the pay band assigned through the job evaluation process. This may be due to external market pressures such as the low supply and high demand of labor (labor shortage). When there is a qualified labor shortage, organizations end competing with each other in order to attract and retain enough qualified employees to fulfill the mission of the organization.

Since the internal value (size of job identified through job evaluation) has not changed – there are no new higher qualifications or more complex duties and responsibilities – it does not make sense to permanently assign the classification to a different pay band. The solution is to “temporarily” assign the classification to a higher pay band for a limited time until either the market pressures recede or the actual employee pay catches up to the market rate and the APB assignment is no longer needed.

However, since the classified service salary structure has not been adjusted upward since 2007, more and more job classifications have been assigned to APB’s. While APB assignments were intended to be used on a limited basis it has become the norm with 269 out of 816 (33%) of job classifications using them. A majority of the APB assignments are in the Engineering, Information Technology and Health Care occupations. A complete list of all job classifications assigned to APB’s can be found in Appendix C.

# Pay Administration

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## Pay Mechanisms

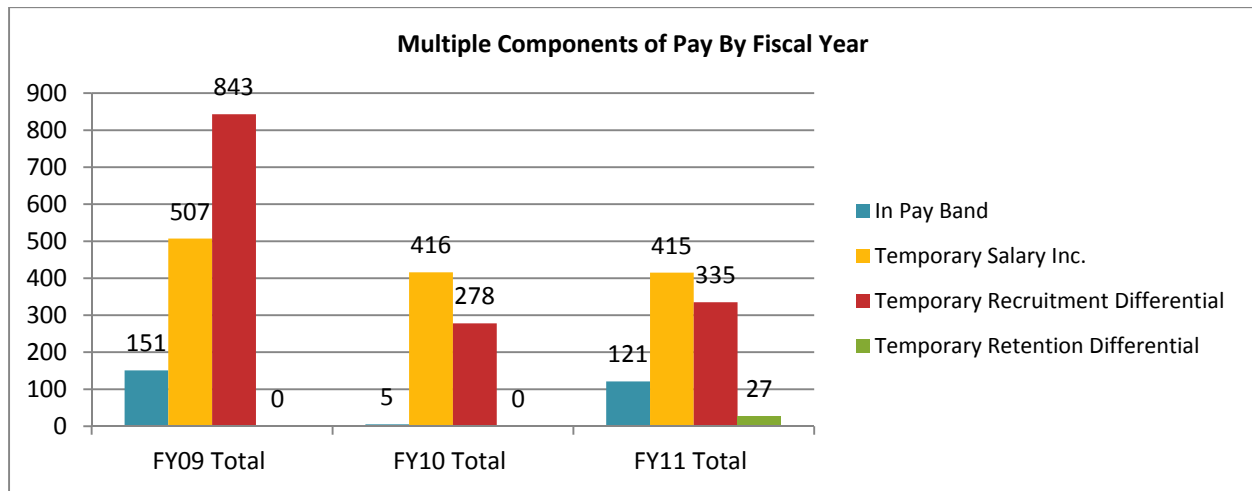
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The State Personnel Board Rules provide pay mechanisms to enhance recruitment and retention efforts allowing agencies the tools to attract and retain a qualified workforce. The various pay mechanisms are explained and listed below:

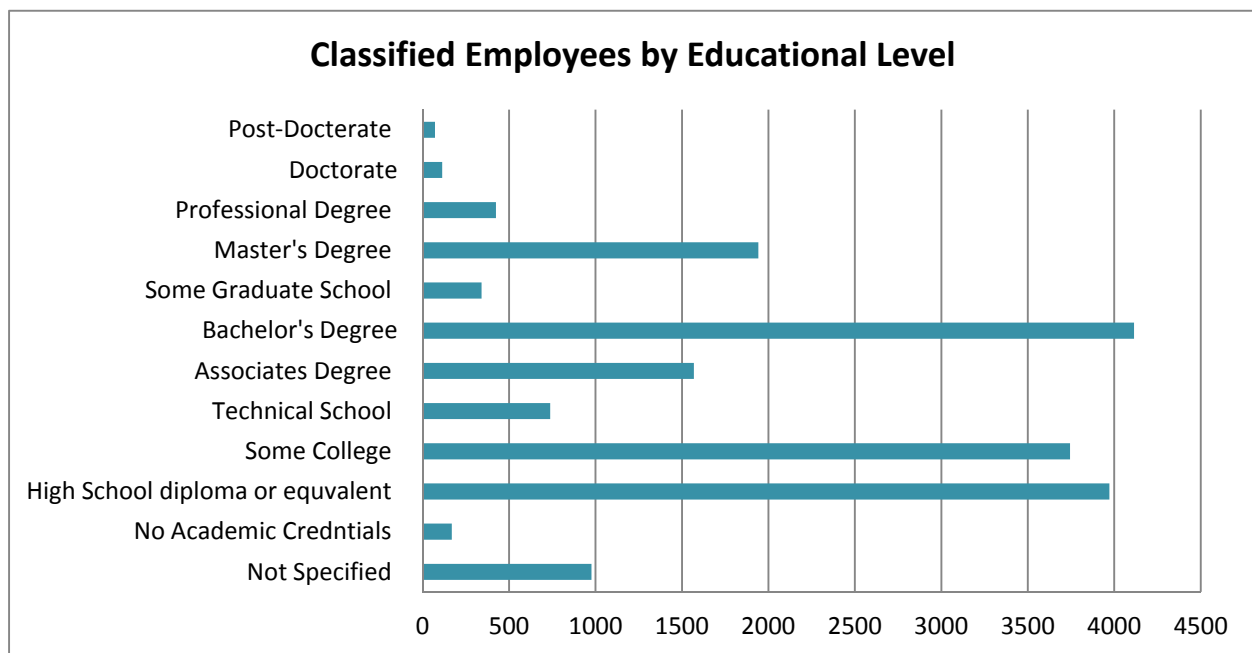
- **Temporary Recruitment Differentials (TREC's)** are authorized for those positions documented as being critical to the business needs of an agency and addressing problems for those agencies who have demonstrated recruitment difficulty.
- **Temporary Retention Differentials (TRET's)** are authorized for positions in which it is critical to retain an employee to maintain the business needs of an agency that would otherwise be disrupted if the employee left the position.
- **Temporary Salary Increases (TSI's)** are used when an employee temporarily accepts and consistently performs additional duties that are the characteristics of a job requiring greater responsibility and accountability making it a higher valued job. A TSI is a short-term salary measure that may be used until the conditions of the additional duties and responsibilities cease to exist and may not be extended beyond a one-year period.
- **In-Pay Band Salary Adjustments (IPB's)** provide agencies the latitude to make recommendations to the State Personnel Director for a base compensation increase up to 10 percent within a fiscal year to employees whose performance has demonstrated placement at a higher Compa-Ratio. This pay mechanism allows flexibility for agencies to provide salary growth within the pay band. The Department of Finance and Administration must also review the requests to ensure current and future agency budget availability.

The graph below shows the activity for each multiple component of pay (MCOP) utilized by the state for FY11. The continued decrease in the use of temporary MCOPs (TSI, TREC, and TRET) reflects the agency's compliance with the SPB Rules. The graph also indicates an increase in the use of IPB's. This reflects SPO's evaluation of the improper use of the temporary MCOPs. The temporary pay mechanisms are reviewed and authorized for various periods of time depending on each individual circumstance and in accordance with SPB rules.

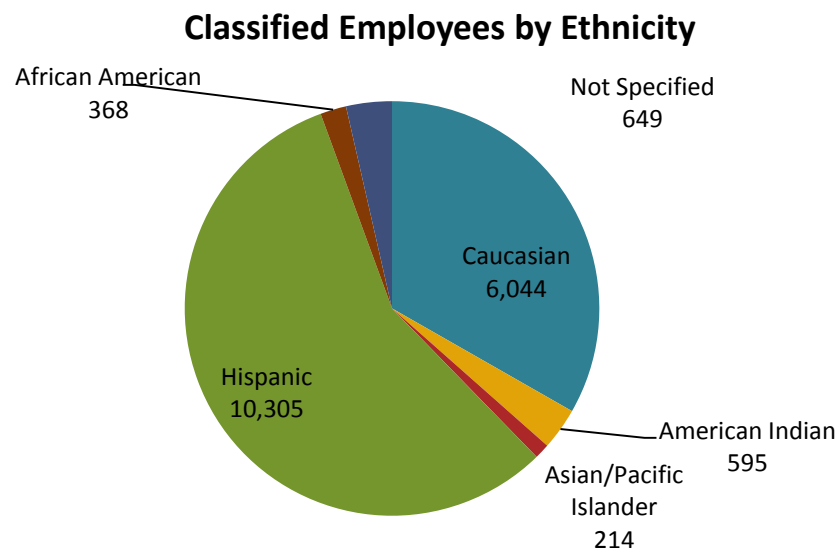
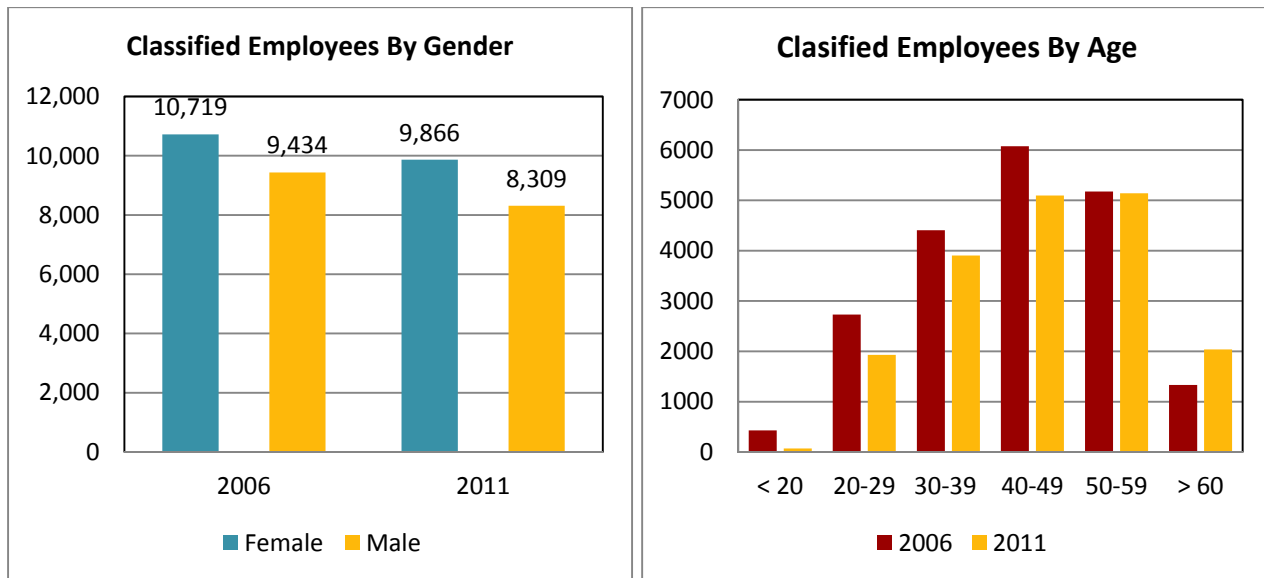
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## Classified Service Demographics







## Classification

The New Mexico State Classification system classifies jobs and the work being performed into occupational categories to enable management to identify and group work functions into alignment with the mission of the agency. The current classification system was transformed in 2001 by the State Personnel Board adopting the

Standard Occupational Classifications (SOC) introduced by the federal Office of Personnel Management (OPM). Since 2001, a subsequent branch of that OPM, O\*NET, took the SOC to the next level by surveying over 6,000 public and private entities to correlate all the various working titles in the work world with the classifications identified by OPM.

SPO maintains its classification series by mirroring updates and changes made by O\*NET. All state workers are classified into one of 813 detailed occupational roles according to the agency's documented utilization of a job. To facilitate classification, those detailed occupations are combined to form 245 broad non-manager occupations separated into 23 occupational family groups. The eight (8) manager levels are currently separated into 15 occupational family groups for a total of 120 titles.

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## Non-Manager Occupations

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All classifications are occupationally based and the majority of non-manager titles are divided into three levels or roles: Basic, Operational, and Advanced. The Operational role of each classification is identified as the full performance level; whereas, the Basic is treated as the entry level and Advanced the seasoned lead worker or in many cases, supervisor. Some recent classification studies have yielded fewer roles or levels and others more. The appropriate number of levels will be determined by detailed analysis to capture actual utilization and job size. When there is pay compaction, such as when the classification's pay falls below external market and most if not all the employees are up at the higher end of the series, many roles or levels go unused. The classified series will be analyzed and entire classifications and roles that have gone unused for more than a year will be eliminated.

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## Supervisors

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SPO currently does not classify the function or title of Supervisor. Instead, employees assigned supervisory duties are compensated through additional pay (Supervisory Pay Allowance) added on to the employees existing salary. The State Personnel Board rules allow for an allowance of up to 20%, however, the methods used to determine how large the allowance will be varies from agency to agency. In some agencies there is a flat percentage and others make the determination by the number of employees supervised. Currently if management determines that the employee receiving the differential is not required or needed to continue with his/her leadership role, the pay is taken away and another suitable employee is assigned the duties and provided additional pay.

SPO is looking into establishing supervisory classifications since the compensation mechanism (Supervisory Pay Allowance) is not a permanent part of the employee's base salary. This will allow for a more solid organizational structure that clearly identifies supervisors from non-supervisory employees. Additionally, when an employee accepts a transfer or promotion into or out of a supervisor classification there is no confusion on what the employee's actual base salary.

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## Managers

There are eight (8) manager job categories each distinguished in size by four compensable measures: Scope and Complexity of Responsibility; Types of Employees Managed; Financial Accountability; Strategic Planning/Decision Challenge. Manager classifications were developed from a lengthy three (3) year study that analyzed all manager positions across levels and agencies. It was eventually determined that there were eight distinct manager jobs: Line I; Line II; Staff; Administrative Operations I; Administrative Operations II; General I; General II; Executive. Initially, 14 occupation specific areas of specialization were identified for market pricing purposes. Manager Occupations currently identified:

Table 19

Dental	Economics
Engineering	Environmental Science
Forensic Science	Hospital Administration
Information Technology	Nutrition/Dietitian
Occupational/Physical/Speech-Language	Pharmacy
Psychiatry	Nursing
Physician	Motor Transportation /Special Investigations

Currently there is a solid distinction between the “size” and a correct number of manager levels that cover the full range of management in the classified service, but many times it is confusing to policy makers and key stakeholders, as well as current employees and job applicants, to know what work is actually being performed by specific manager occupations. For example, the generic title of Administrative Operations Manager II may contain an agency’s general council, chief economist, chief financial officer, county office manager, human resource manager, special projects coordinator, program manager and/or bureau chiefs over many different functions – all with very different job specific duties, responsibilities and minimum qualifications. In 2012, additional occupational fields will be identified and created with occupational specific titles, job specific education and experience requirements.

## Misclassification & Classification Creep

Job misclassification and classification creep usually occurs when wages don’t keep pace with the comparative market and employees are “artificially” promoted or reclassified into a pay band with higher pay opportunities. This creates several administrative difficulties from the start, the least of which is putting the employee at risk of having to deliver expectations they’re unqualified to perform. Many employees are fine taking direction, but may be ineffective at assigning work, evaluating or disciplining coworkers. Managers can experience pay

compaction issues when the majority of their subordinates are all at the top end of the pay range and there is no room for rewarding a job well done. Misclassification may have financial costs as well, according to estimates by the Hay Group, if 15% of the classified jobs are misclassified by one pay grade, over time it could take hundreds of thousands of dollars to correct. If we take State Personnel Office's figures, the results are much higher:

**Table 20**

Average Pay		Number of Employees		Estimated Misclassification		Average Midpoint Progression		Misclassification Cost
\$ 41,995	x	18,175	x	15%	x	11.76%	=	\$ 13,463,891

That occurs as a result of not properly maintaining classifications and keeping up with the comparator market each year. The longer the problem goes unresolved, the more it costs to bring those salaries up to par. Misclassification can have unintended consequences as well. Artificially promoting an employee above their level of proficiency can bump them into a higher tax bracket and even a higher health coverage category requiring them to pay a higher benefit contribution. Hidden costs to the employer can come in the form of vital services going undelivered by those lower level jobs that are largely unused.

Finally, the upward misclassification of positions throughout many years can demotivate employees and their managers when a classification study takes place, and subsequently downgrades the occupation to the "proper" classification. This can be seen by the employee as a negative action in which they had no control over; ultimately affecting productivity, job satisfaction, and contributes to higher turnover and vacancy rates.

The solution to address misclassifications and classification creep is for SPO and agencies to work together to ensure that positions are properly classified and work units are organized efficiently to support the most efficient work flows - if not, desk audits and organizational reviews should be conducted. Finally, when agencies request or SPO initiates classification studies they must implemented as soon as realistically possible.

## Pay for Performance

### Performance-Based Variable Pay Strategy

The variable pay-for-performance program is designed to reward individual work contributions and encourage the best performance from employees. Employees have the opportunity to influence how quickly they move within their pay band by their level of performance. The Performance Evaluation will drive the variable pay-for-performance system through the ratings given by supervisors and managers. The variable pay-for-performance program can be an integral part of the compensation reward system dependent upon available funding.

## Performance Based Pay

Performance based reward programs are designed to reward individual work contributions and encourage the best performance from employees. Some key assumptions with performance based pay include:

- Some employees perform better, are more productive and add more value than others
- Employees who perform better should receive higher rewards
- Higher rewards can be used to motivate and incent employees to perform at a higher level

There are many types of performance based pay systems that are used. Merit increases may be used to tie an increase in base pay to how well an employee performs in their job. The most common type of merit pay system is based on the employee's annual performance evaluation. Higher levels of performance translate into higher salary increases. Each employee has the opportunity to influence how quickly they move within their pay band by their level of performance. Many organizations use a two-dimensional salary increase matrix based on both the employee's level of performance and considers the compa-ratio or position within the pay band. This type of system takes into account where an employee is paid within the pay band and provides faster progression from minimum to maximum of a pay band. Properly funded merit programs over time will increase an employee's contribution and correct salary compression and ultimately increase the State's ability to retain its high performing workers. Generally with a merit based program, the Performance Evaluation will drive the variable pay-for-performance system through the ratings given by supervisors and managers. Merit pay does not have to be added to base pay – it can also be awarded as a lump-sum payment.

The table 21 supports general theories of motivation that suggest higher rewards will incentivize employees to perform at higher levels. The table shows a general reward philosophy that suggests that higher performers who are exemplary should earn at least double the salary increase amount that a worker receives that is achieving performance standards. X equals the average increase available for performance increases (stated as a percentage) based upon the amount of funding provided for by law each fiscal year (if provided at all).

**Table 21**

Performance Rating	Increase Amount
Exemplary	2.0 x %
Solid Sustained	1.5 X %
Achieves Performance Standards	1.0 X %
Does Not Achieve Performance Standards	No Increase

A bonus is a performance based incentive payment that is given to an employee and is separate from their base salary. Bonuses should be tied to achieving certain goals, exerting greater effort and performing at a higher

level. Bonuses can also be used for recruitment, recognition, one-time pay increases and rewarding short-term assignments.

It is important that a performance based reward program be clear, understandable, uses realistic and achievable performance measures and is continually communicated to employees. Performance standards must be established prior to implementing the program. Objectives must be current and contribute to organizational goals.

## Leave and Overtime

One of the State's many employee benefits is paid time off. Employees may use accrued leave and be paid for the hours they are absent from work due to vacation or being sick. Sick leave may also be used to care for sick family members.

### Annual Leave

Classified employees accrue annual leave based on their years of service. For example employees with less than three years of service accrue 80 hours of leave per year, while those with over 15 year of service accrue 160 hours per year. The rates of accrual are outlined in the State Personnel Rules. During FY11 an average of 11.3 days of annual leave was used by various groups. The actual annual leave usage and cost for FY11 shown in the chart below.

Table 22

Classified Employee Annual Leave Usage	
Hours Used	Cost of Annual
2,000,197	\$41,944,639

When an employee separates from State service, they are eligible to cash out up to 240 hours of annual leave at their current hourly pay rate. Any additional hours over 240 are forfeited at the time of separation. In FY11 2,964 employees cashed out at total of 192,232 hours of annual leave. The average employee who separated cashed out approximately 8.1 days of annual leave.

Table 23

Classified Employee Annual Leave Payout	
Hours Paid Out	Cost of Annual Pay Out
192,232	\$ 4,243,206

## Sick Leave

All employees accrue 96 hours per year as per NM statute. On average employees used 8.5 days of sick leave during FY11. The sick leave actual usage and cost for FY11 shown in the chart below.

Table 24

Classified Employee Annual Leave Usage	
Hours Used	Cost of Sick Usage
1,510,387	\$ 30,212,426

Employees are eligible to cash out accrued sick leave over 600 hours once per fiscal year either in July or January at one-half their hourly rate. At the time of retirement employees can cash out accrued sick leave over 600 hours. In FY11 1,019 employees cashed out 71, 961 hours and employees who were retiring cashed out 4, 170 hours. The table below shows the total hours paid at one half the cost of employee's hourly wage at the time of separation.

Table 25

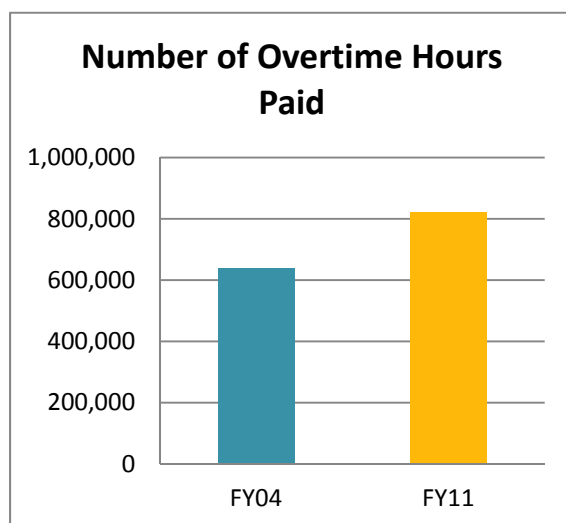
Sick Leave Buy Back		
	Hours Paid Out	Cost
Sick Leave Buy Back	71,961	\$ 963,412
Retiree Sick Leave Buy Back	4,170	\$ 59,940
Grand Total	76,131	\$ 1,023,353

## Overtime

Agencies are expected to design and assign work in a responsible manner. Managers and supervisors greatest challenge is to use existing staff resources to meet work demands. However, there are many times that special projects or emergency situations require employees to work additional hours. How this overtime is paid is at the discretion of the agencies. Agencies may allow employees to accrue compensatory time in lieu of cash payment. The Fair Labor Standards Act (FLSA) non-exempt employees must be compensated for any additional hours worked over 40 in a workweek at 1.5 times their salary. FLSA Exempt Employees (those not covered by the overtime provisions of FLSA) may be compensated according to agency policy; however, there is no state or federal law that requires these employees to be compensated for any additional hours worked.

There is a general correlation between vacancy rates and overtime hours worked. If an agency has a vacant position, someone must do the work that would normally be done for that position working additional hours in response to special circumstances is acceptable in the short term. However, when this occurs regularly or for extended periods of time, it could be and indicator of other issues in the organization additionally overtime is an unbudgeted liability that is usually paid with vacancy savings.

During FY11 agencies paid almost 18.2 million for both FLSA non-exempt and FLSA Exempt employees in the form of a cash payment. The chart and table below depicts a comparison of overtime usage and total dollars paid for FY04 and FY11. The cost of overtime has doubled since FY04 due to inflation and the increase of base salaries over time.



**Table 26**

Cost of Overtime Comparison	
FY04	\$9,527,490
FY11	\$18,183,367

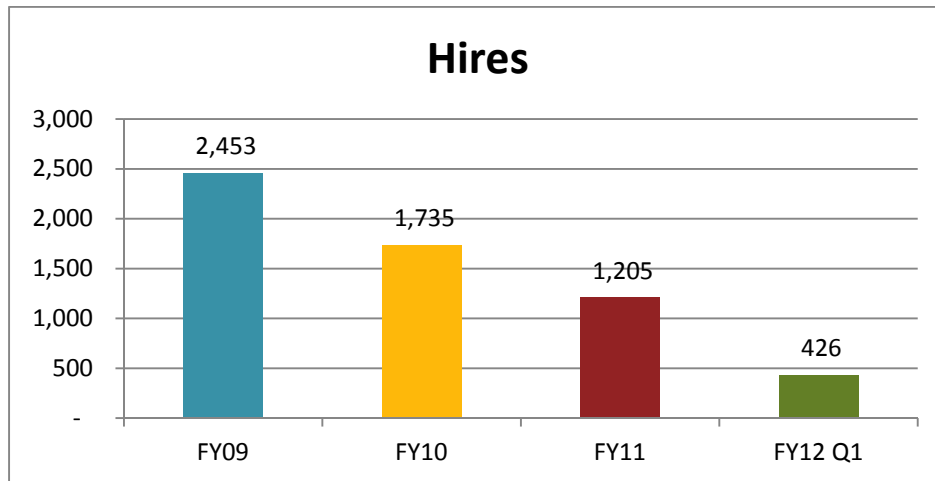
## Turnover & Vacancy

### Hiring

The state has initiated a new recruiting system known as NEOGOV. With the implementation of the recruitment module, the state has developed new screening policies and practices to provide more sound employment lists. The implementation is fairly new and processes are continually being developed to support all 68 state agencies. NEOGOV has provided the State Personnel Office with an opportunity to analyze old practices and move forward towards additional improvements. The states goal is to attract top talent through the use of applicant screening which includes: minimum qualifications, supplemental questions, and eligibility verifications. With the additional tools being applied, applicant screening has evolved allowing the state with the ability to hire more qualified candidates. The quality of candidate selections is one of SPO's key initiatives; understanding the

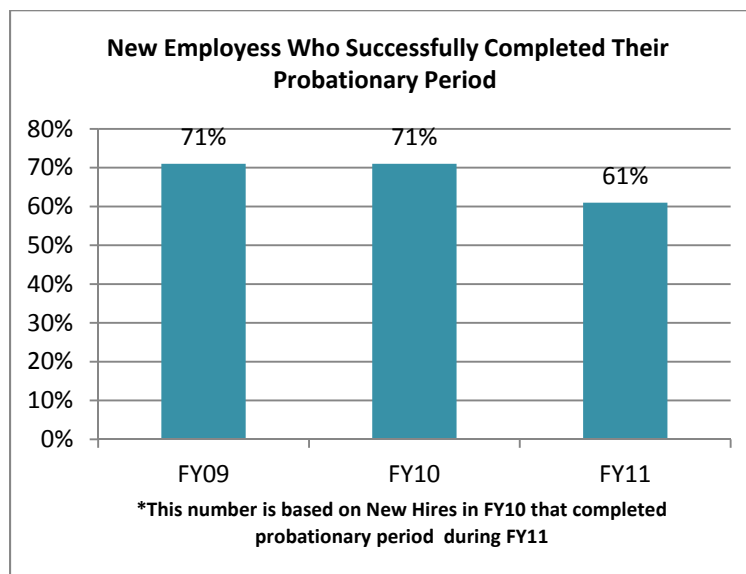


individual goals of each agency assists in the true quality of each hire which translates to on-the-job success and lower turnover rates.



*\*Hires represent all non-promotional hires into state government. (Excluded are all internal promotional and transfer hires.)*

New hire rates have declined the past three years by 49%. As of the first quarter in FY12, 426 new hires selections were made. Given the hiring rate remains consistent as the economy begins to stabilize, it is estimated that at the end of FY12 the number of new hires will be closer to the number reported for FY10. The following graph shows that in FY10 71% of new hires completed their probationary period as compared to 61% in FY11.



## Separation

The total number of separations for FY11 was 2,163. Of the 2,163 separations 84% (1,821) were voluntary (455 relate to retirement alone) 16% (342) were involuntary (10 relate to reduction in force).

The first quarter of FY11 contained the highest number of separations in each category. In quarter two and three, separations declined, then slightly increased in quarter four.

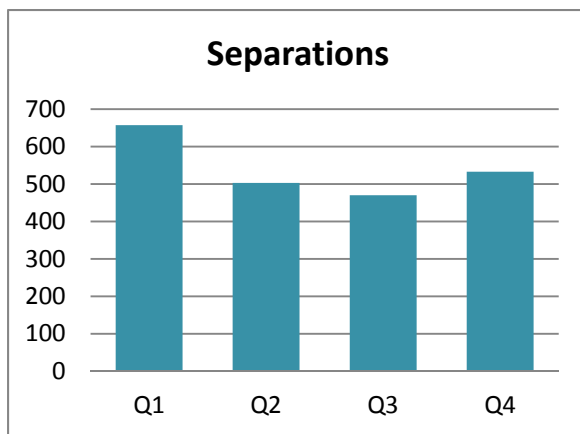


Table 27

	Q1	Q2	Q3	Q4
<b>Involuntary</b>	86	68	79	73
<b>Other</b>	9	6	6	5
<b>Reduction In Force</b>	4	1	2	3
<b>Retirement</b>	119	110	85	131
<b>Voluntary</b>	439	318	298	321
<b>Total</b>	<b>657</b>	<b>503</b>	<b>470</b>	<b>533</b>

## Turnover Rates

High turnover rates are an indication that more in-depth analysis must be taken to internally identify the contributing factors for employee separations. Due to the economic decline the past three years, the state has seen a downward shift in financial stability leading to layoffs, relocations, and frozen pay structures; but without including the recession as a contributing factor to employee turnover, it is important to identify the additional negative aspects which ultimately lead to high turnover rates. High turnover rates negatively affect the state in many ways; the cost to hire (labor costs, reviewing applications, interviewing and training), training of current employees to under fill positions not only takes a toll on production but also negatively affects employee morale. Increased workloads and responsibilities, long hours and lack of adequate training, poor communication and organizational practices ultimately leads to a domino effect of burnt out employees' eager to find a job with less stress and increased work and family life balance.

Table 28

The Cost of Employee Turnover		
<b>Separation Cost</b>		
Cost of Exit Interviewer's Time	\$33 x 1 hr.	\$33
Cost of terminating employee's time	\$33 x .5 hr.	\$17
Cost of administrative functions related to termination	\$33 x 2 hrs.	\$66
Separation Pay	\$33 x 80 hrs.	\$2,640
<b>Vacancy Costs</b>		
Cost of additional Overtime	8hrs x 3 EE @ \$33 @ time and a half x 21 wks.	\$24,948
<b>Replacement Costs</b>		
Pre-employment administrative expenses	\$33 x 3 hrs.	\$99
Cost of attracting applicants (ads, agencies, & staff time)	3 hr. SPO & 2 hr. Agency @ \$33	\$660
Cost to review, select, and set up interview w/candidate	2 EE x 4hrs x \$33	\$264
Cost of entrance interviews	\$33 x 4EE x 2 hr. for 10 interviews	\$2,640
Administrative costs	1hr x 5EE x \$33	\$165
Post- employment information gathering & dissemination costs	8 hrs. x \$33 x 2	\$528
<b>Training Costs</b>		
On boarding	40 hrs. x 2EE @ \$33	\$2,640
Training costs (OJT, mentoring, etc.)	120 hrs. x 2EE @ 33	\$7,920
<b>Total</b>		<b>\$42,620</b>

Turnover costs can be significant when calculating the average cost of turnover for a position then factoring in the number of separations in state agencies. In FY11 there were 2,163 separations in the classified service. At an average cost of \$42,620, the total cost of turnover in FY11 was \$92,187,060. Improvements in the recruitment and selection system to provide agencies with certified and ranked employment lists of qualified candidates will improve the agency's ability to hire and retain high performing and engaged workers. It is inevitable that there will always be turnover; however, with approximately \$92 million dollars at risk due to high turnover if the turnover rate were reduced by approximately 50% this could potentially free up almost \$46 million dollars to use toward salary increases and structure adjustments.

## Appendix

- A. Average Salary Data By Agency
- B. Average Salary Data By Benchmark Classification
- C. Alternative Pay Bands

## Appendix A – Average Salary by Agency

Agency	Average Salary	Average Compa Ratio	Employee Count	Vacancy Rate	Turnover
Adult Parole Board	\$38,125	98%	4	20.0%	50.0%
Aging & Long-Term Services Department	\$48,130	109%	233	18.7%	5.1%
Architect Examiners Board	\$45,961	137%	2	0.0%	0.0%
Board of Nursing	\$46,440	111%	13	33.3%	0.0%
Border Development Authority	\$41,360	87%	2	0.0%	100.0%
Children, Youth & Families Department	\$42,264	100%	1,774	15.9%	6.1%
Com for Deaf/Hard of Hearing	\$46,865	114%	11	21.4%	0.0%
Commission on the Status of Women	\$35,852	94%	7	20.0%	100.0%
Commission for the Blind	\$38,376	102%	58	12.1%	3.5%
Commission of Public Records	\$43,815	99%	35	24.4%	11.4%
Crime Victims Reparation Commission	\$37,124	89%	18	10.5%	5.6%
Department of Cultural Affairs	\$38,205	102%	444	17.8%	6.7%
Department of Environment	\$52,642	108%	552	18.0%	3.8%
Department of Finance & Administration	\$55,241	108%	132	18.8%	4.6%
Department of Game & Fish	\$45,130	104%	245	21.7%	9.8%
Department of Health	\$39,034	105%	3,323	16.7%	6.7%
Department of Indian Affairs	\$46,571	114%	8	45.5%	25.0%
Department of Public Safety	\$39,611	99%	552	17.0%	6.0%
Department of Transportation	\$40,610	103%	2,049	18.9%	7.2%
Department of Veteran Services	\$34,874	99%	34	10.8%	5.9%
Department of Workforce Solutions	\$37,633	95%	481	26.7%	9.5%
Department of African American Affairs	\$45,508	91%	3	50.0%	25.0%
Department of Information Technology	\$60,515	109%	155	21.8%	1.9%
Department of Vocational Rehabilitation	\$46,553	106%	235	22.9%	7.2%
Developmental Disabilities Planning Commission	\$46,354	108%	15	0.0%	0.0%
Economic Development Department	\$51,833	106%	43	17.3%	16.3%
Educational Retirement Board	\$48,846	108%	51	7.3%	2.0%
Energy, Minerals & Natural Resources Department	\$39,609	96%	531	16.2%	6.0%
EXPO New Mexico	\$39,580	104%	49	33.3%	2.0%
Gaming Control Board	\$48,630	113%	42	25.5%	7.1%
General Services Department	\$40,669	110%	256	21.7%	3.1%
Governor's Comm. on Disability	\$52,122	101%	7	22.2%	0.0%
Health Policy Commission	\$37,139	88%	1	0.0%	100.0%

Agency	Average Salary	Average Compa Ratio	Employee Count	Vacancy Rate	Turnover
Homeland Security & Emergency Management	\$50,216	111%	52	12.1%	5.9%
Human Services Department	\$39,665	96%	1,715	21.6%	11.3%
Livestock Board	\$41,629	92%	64	12.2%	10.8%
Medical Examiners Board	\$53,833	114%	11	8.3%	0.0%
Military Affairs	\$40,163	108%	94	27.9%	10.4%
Miners Colfax Medical Center	\$40,681	101%	240	17.0%	17.8%
New Mexico Corrections Department	\$36,628	93%	1,855	23.2%	12.3%
NM Higher Education Department	\$54,238	115%	35	27.9%	14.8%
Office of the State Engineer	\$53,618	105%	272	21.7%	3.7%
Office of Natural Resources Trustee	\$65,778	111%	3	0.0%	0.0%
Organic Commodities Commission	\$37,581	111%	3	25.0%	100.0%
Professional Engineers & Land Surveyors Board	\$38,165	109%	7	0.0%	14.3%
Public Defender	\$49,416	102%	323	18.6%	4.3%
Public Education Department	\$57,065	116%	190	29.7%	20.6%
Public Employee Retirement Association	\$48,880	115%	62	13.9%	17.7%
Public Regulation Commission	\$46,651	106%	226	12.9%	7.9%
Public School Insurance Authority	\$45,810	108%	7	0.0%	14.3%
Regulation & Licensing Department	\$43,787	107%	233	23.4%	6.4%
Retiree Health Care Authority	\$45,235	106%	22	0.0%	4.6%
Secretary of State	\$44,884	105%	25	21.2%	20.0%
Spaceport Authority	\$60,573	97%	6	0.0%	0.0%
State Auditor	\$55,553	102%	23	22.2%	4.4%
State Investment Council	\$80,764	118%	21	25.0%	4.8%
State Land Office	\$47,614	108%	133	11.1%	5.2%
State Personnel Board	\$52,205	108%	45	19.6%	4.4%
State Racing Commission	\$41,226	102%	10	0.0%	0.0%
State Treasurer	\$54,248	107%	27	20.6%	11.1%
Taxation & Revenue Department	\$39,753	104%	933	15.8%	7.8%
Tourism Department	\$38,913	102%	66	9.7%	7.3%
Veterinary Examiners Board	\$26,292	105%	2	0.0%	3.0%
Workers Compensation Administration	\$44,666	108%	103	14.9%	2.9%
Youth Conservation Corps	\$56,923	104%	2	33.3%	0.0%

## Appendix B – Average Salary by Benchmark Classification

Job Code	Job Title	# Incumbents	New Mexico Average	8 States Average	% Above or Below Market	Vacancy	Turnover
Coordinator Occupations							
B90390	EDUCATION ADMINISTRATOR-O	17	\$54,071	\$61,732	-12.04%	27.30%	25.00%
B9121A	NATURAL SCIENCES COORDINATOR-A	30	\$37,773	\$40,184	-6.00%	16.70%	6.70%
B9151A	SOCIAL & COMMUNITY SERVICE COORDINATOR-A	252	\$54,854	\$53,238	3.43%	15.80%	17.90%
B9151O	SOCIAL & COMMUNITY SERVICE COORDINATOR-O	273	\$44,355	\$35,529	28.76%	10.10%	14.20%
Business and Financial Operations Occupations							
C1023O	PURCHASING AGENT-O	59	\$36,961	\$45,997	-19.65%	18.10%	18.60%
C1031O	CLAIM ADJUSTER, EXAMINER, & INVEST-O	49	\$35,090	\$48,016	-24.03%	28.80%	30.60%
C1041A	COMPLIANCE OFFICER-A	41	\$45,322	\$46,066	-1.61%	16.00%	12.20%
C1041O	COMPLIANCE OFFICER-O	43	\$35,969	\$43,773	-17.76%	15.70%	11.60%
C1061O	EMERGENCY MANAGEMENT SPECIALIST-O	1	\$37,757	\$51,353	-26.48%	0.00%	57.10%
C1071A	EMPLOYMENT, RECRUITMENT & PLACEMENT SPECIALIST-A	35	\$33,504	\$51,298	-34.69%	23.30%	51.40%
C1071O	EMPLOYMENT, RECRUITMENT & PLACEMENT SPECIALIST-O	90	\$31,558	\$38,112	-16.97%	32.10%	57.10%
C1072O	COMPENSATION, BENEFIT & JOB ANALYST SPECIALIST-O	6	\$49,029	\$48,278	1.56%	33.30%	66.70%
C1073O	TRAINING & DEVELOPMENT SPECIALIST-O	24	\$42,048	\$47,086	-10.70%	31.40%	16.70%
C1079A	RETRAINING & LABOR RELATIONS SPECIALIST-A	108	\$49,694	\$61,417	-19.09%	13.40%	19.30%
C1079O	RETRAINING & LABOR RELATIONS SPECIALIST-O	59	\$41,734	\$42,591	-0.26%	25.00%	28.30%
C1111A	MANAGEMENT ANALYST-A	220	\$47,934	\$51,146	-6.28%	17.80%	27.50%
C1111O	MANAGEMENT ANALYST-O	129	\$41,572	\$48,341	-14.00%	17.10%	20.00%
C1199O	BUSINESS OPERATIONS SPECIALIST, AO-O	144	\$37,402	\$50,010	-25.21%	15.10%	17.20%
C2011O	ACCOUNTANT & AUDITOR-O	152	\$40,706	\$47,304	-13.78%	20.30%	21.10%
C2021O	APPRAISER & ASSESSOR OF REAL ESTATE-O	17	\$42,916	\$48,345	-11.23%	5.60%	5.90%
C2031O	BUDGET ANALYST-O	15	\$41,673	\$55,207	-24.52%	15.80%	33.30%
C2051A	FINANCIAL ANALYST-A	28	\$54,908	\$54,365	1.00%	15.60%	18.50%
C2061A	FINANCIAL EXAMINER-A	7	\$47,274	\$61,071	-22.40%	30.00%	28.60%
C2061O	FINANCIAL EXAMINER-O	4	\$39,043	\$57,072	-31.57%	0.00%	0.00%
C2081O	TAX EXAMINER, COLLECTOR & REVENUE AGENT-O	137	\$34,124	\$41,103	-16.02%	15.20%	16.40%
Computer and Mathematic Occupations							
D10221	IT ARCHITECT	1	\$93,005	\$67,348	38.10%	50.00%	0.00%
D10241	IT PROJECT MANAGER	16	\$72,880	\$71,881	1.77%	33.30%	29.40%
D10252	IT APPLICATIONS DEVELOPER 2	61	\$56,788	\$55,389	2.53%	19.50%	21.00%
D10253	IT APPLICATIONS DEVELOPER 3	124	\$72,326	\$74,147	-2.45%	17.80%	11.20%
D10272	IT DATABASE ADMINISTRATOR 2	32	\$67,718	\$70,286	-3.65%	26.20%	15.60%
D10283	IT SYSTEMS MANAGER 3	26	\$62,021	\$50,821	24.64%	16.10%	7.70%
D10292	IT NETWORK SPECIALIST 2	44	\$52,638	\$49,410	6.53%	18.50%	15.60%

Job Code	Job Title	# Incumbents	New Mexico Average	8 States Average	% Above or Below Market	Vacancy	Turnover
D10293	IT NETWORK SPECIALIST 3	33	\$63,947	\$60,291	6.06%	20.90%	15.20%
D10301	IT TECHNICAL SUPPORT SPECIALIST 1	17	\$36,761	\$38,305	-4.03%	11.10%	23.50%
D10302	IT TECHNICAL SUPPORT SPECIALIST 2	33	\$43,156	\$52,733	-14.98%	26.70%	26.50%
D2031O	OPERATION RESEARCH ANALYST-O	2	\$52,619	\$47,610	10.52%	0.00%	0.00%
Architecture and Engineering Occupations							
E1011O	ARCHITECT, EXCEPT NAV-O	1	\$53,700	\$59,651	-9.98%	66.70%	0.00%
E1012A	LANDSCAPE ARCHITECT-A	1	\$49,046	\$63,949	-23.30%	0.00%	0.00%
E1022O	SURVEYOR-O	5	\$59,843	\$59,963	-0.20%	20.00%	20.00%
E2051A	CIVIL ENGINEER-A	64	\$71,588	\$79,245	-9.49%	27.30%	18.80%
E2051B	CIVIL ENGINEER-B	24	\$50,285	\$49,446	1.70%	28.10%	16.70%
E2051O	CIVIL ENGINEER-O	18	\$60,877	\$68,833	-11.15%	14.30%	16.70%
E2081A	ENVIRONMENTAL ENGINEER-PE-A	2	\$65,418	\$77,181	-15.24%	33.30%	50.00%
E3022A	CIVIL ENGINEERING TECHNICIAN-NL-A	139	\$38,895	\$52,405	-25.02%	14.70%	15.80%
E3022O	CIVIL ENGINEERING TECHNICIAN-NL-O	75	\$31,587	\$37,694	-16.20%	22.70%	13.30%
Life, Physical, and Social Science Occupations							
F1022A	MICROBIOLOGIST-A	3	\$50,291	\$48,157	4.43%	25.00%	0.00%
F1023O	ZOOLOGIST & WILDLIFE BIOLOGIST-O	5	\$35,217	\$45,409	-21.46%	44.40%	20.00%
F1031A	CONSERVATION SCIENTIST-A	1	\$44,794	\$52,012	-13.88%	0.00%	0.00%
F1032O	FORESTER-O	14	\$37,137	\$47,516	-21.84%	22.20%	0.00%
F1041O	EPIDEMIOLOGIST-O	18	\$52,405	\$51,119	2.52%	22.70%	16.70%
F2031A	CHEMIST-A	12	\$47,082	\$47,936	-1.78%	7.70%	0.00%
F2041O	ENVIRONMENTAL SCIENTIST & SPECIALIST-O	151	\$48,717	\$50,174	-2.89%	17.90%	13.20%
F2043A	HYDROLOGIST-A	13	\$58,410	\$62,161	-5.34%	7.10%	15.40%
F3011A	ECONOMIST-A	27	\$60,125	\$63,843	-4.41%	25.00%	37.00%
F3021O	MARKET RESEARCH ANALYST-O	1	\$39,246	\$55,734	-29.58%	0.00%	0.00%
F3031A	CLINICAL, COUNSELING, & SCHOOL PSYCHOLOGIST-A	23	\$58,778	\$70,079	-16.13%	17.90%	52.20%
F3031O	CLINICAL, COUNSELING, & SCHOOL PSYCHOLOGIST-O	11	\$46,140	\$47,985	-3.61%	21.40%	127.30%
F30931	HISTORIAN-A	2	\$40,566	\$48,388	-16.17%	0.00%	0.00%
F4041A	GEOLOGICAL & PETROLEUM TECHNICIAN-A	1	\$42,088	\$50,998	-17.47%	0.00%	0.00%
F4092B	FORENSIC SCIENCE TECHNICIAN-B	10	\$32,601	\$37,402	-12.83%	28.60%	30.00%
F4092O	FORENSIC SCIENCE TECHNICIAN-O	7	\$56,580	\$51,083	13.73%	46.20%	0.00%
Community and Social Services Occupations							
G1011O	SUBSTANCE ABUSE & BEHAVIORAL DISORDER COUNSELOR-O	7	\$41,415	\$40,300	2.77%	33.30%	42.90%
G1015O	REHABILITATION COUNSELOR-O	3	\$36,029	\$45,070	-20.01%	25.00%	0.00%
G1029O	SOCIAL WORKER, ALL OTHER, AO-O	3	\$39,001	\$41,906	-6.93%	25.00%	5.90%
G10502	CHILD LEGAL SUPPORT ASST. II	14	\$40,731	\$36,237	12.40%	12.50%	7.10%
G10601	FAMILY ASSISTANCE ANALYST I	402	\$30,381	\$35,101	-13.45%	16.00%	23.40%
G10602	FAMILY ASSISTANCE ANALYST II	121	\$38,984	\$40,604	-3.99%	21.90%	7.40%
G10901	PROBATION PAROLE OFFICER I	254	\$35,419	\$45,212	-21.66%	17.60%	25.10%
G10902	PROBATION PAROLE OFFICER II	207	\$43,836	\$56,696	-22.17%	13.10%	18.40%



Job Code	Job Title	# Incumbents	New Mexico Average	8 States Average	% Above or Below Market	Vacancy	Turnover
G1091O	HEALTH EDUCATOR-O	16	\$41,139	\$46,538	-11.59%	11.80%	25.00%
G1092O	PROBATION OFFICER & CORRECTIONAL TREATMENT SPECIALIST-O	145	\$34,639	\$43,900	-20.49%	22.80%	28.30%
G1093A	SOCIAL & HUMAN SERVICE ASSISTANT-A	6	\$31,769	\$46,952	-30.94%	14.30%	16.70%
G1093B	SOCIAL & HUMAN SERVICE ASSISTANT-B	3	\$25,113	\$32,476	-22.67%	0.00%	0.00%
G2011O	CLERGY-O	4	\$41,655	\$44,236	-5.83%	0.00%	0.00%
Legal Occupations							
H1011A	LAWYER-A	168	\$72,099	\$71,040	1.49%	15.90%	30.40%
H1021A	ADMINISTRATIVE LAW JUDGE, ADJUDICATOR-A	23	\$59,191	\$58,404	1.35%	29.00%	78.30%
H1021O	ADMINISTRATIVE LAW JUDGE, ADJUDICATOR-O	72	\$44,121	\$41,501	6.31%	26.30%	37.80%
Education and Training Occupations							
I4011O	ARCHIVIST-O	3	\$40,179	\$46,724	-14.01%	0.00%	0.00%
I4013A	MUSEUM TECHNICIAN & CONSERVATOR-A	12	\$41,771	\$48,385	-13.67%	7.70%	0.00%
I4013O	MUSEUM TECHNICIAN & CONSERVATOR-O	11	\$37,247	\$48,302	-22.89%	31.30%	9.10%
I4021O	LIBRARIAN-O	1	\$40,609	\$44,934	-9.62%	50.00%	0.00%
Arts, Design, Entertainment, Sports, and Media Occupations							
J1024A	GRAPHIC DESIGNER-A	10	\$40,864	\$41,109	-0.60%	9.10%	20.00%
J3031O	PUBLIC RELATION SPECIALIST-O	14	\$40,529	\$54,249	-25.29%	0.00%	7.10%
Healthcare Practitioners and Technical Occupations							
K1021A	DENTIST, GENERAL-A	1	\$108,717	\$119,271	-8.85%	0.00%	0.00%
K1031A	DIETITIAN & NUTRITIONIST-A	13	\$47,815	\$54,570	-12.38%	7.10%	7.70%
K1031O	DIETITIAN & NUTRITIONIST-O	29	\$39,237	\$47,202	-16.87%	15.20%	37.90%
K1051O	PHARMACIST-O	4	\$94,462	\$93,608	0.91%	0.00%	0.00%
K1062A	DIETITIAN & NUTRITIONIST-A	19	\$122,489	\$160,479	-23.48%	17.60%	52.60%
K1066A	PSYCHIATRIST-A	5	\$172,856	\$156,419	10.51%	54.50%	60.00%
K10701	PHYSICIANS ASSISTANT	11	\$85,472	\$77,573	10.18%	8.30%	36.40%
K10801	CERTIFIED NURSE PRACTITIONER	28	\$72,224	\$79,058	-8.64%	20.00%	28.60%
K1111A	REGISTERED NURSE-A	263	\$58,166	\$64,120	-9.28%	22.20%	51.10%
K1111O	REGISTERED NURSE-O	81	\$49,301	\$53,858	-8.46%	23.00%	116.70%
K1123O	PHYSICAL THERAPIST-O	2	\$75,284	\$63,961	17.70%	33.30%	0.00%
K1125O	RECREATIONAL THERAPIST-O	22	\$33,034	\$42,358	-22.01%	8.00%	21.70%
K1131A	VETERINARIAN-A	3	\$84,866	\$72,820	16.54%	25.00%	0.00%
K2011O	MEDICAL & CLINICAL LAB TECHNOLOGIST-O	9	\$42,804	\$42,376	1.01%	0.00%	0.00%
K2012O	MEDICAL & CLINICAL LAB TECHNICIAN--O	3	\$28,190	\$32,094	-12.17%	0.00%	0.00%
K2034O	RADIOLOGIC TECHNOLOGIST & TECHNICIAN-O	5	\$42,435	\$44,372	-4.36%	0.00%	0.00%
K2052O	PHARMACY TECHNICIAN-O	10	\$30,260	\$29,819	1.48%	9.10%	10.00%
K2053O	PSYCHIATRIC TECHNICIAN-O	317	\$24,590	\$28,662	-14.19%	12.10%	35.50%
K2061A	LICENSED PRACTICAL & LICENSED VOCATIONAL NURSE-A	13	\$35,158	\$38,112	-7.75%	0.00%	53.80%
K2071A	MEDICAL RECORDS & HEALTH INFO TECHNICIAN-A	8	\$34,572	\$63,561	-45.61%	33.30%	37.50%
K2071O	MEDICAL RECORDS & HEALTH INFO TECHNICIAN-O	28	\$27,331	\$36,152	-24.40%	20.00%	28.60%

					% Above or Below Market		
Job Code	Job Title	# Incumbents	New Mexico Average	8 States Average		Vacancy	Turnover
K9011A	OCCUPATIONAL HEALTH & SAFETY SPECIALIST-A	15	\$42,146	\$54,167	-22.19%	11.80%	20.00%
K9011O	OCCUPATIONAL HEALTH & SAFETY SPECIALIST-O	16	\$36,198	\$48,997	-26.12%	15.80%	6.30%
K9099A	HEALTHCARE PRACTITIONER & TECHNICAL WORKER-A	7	\$44,488	\$53,137	-16.28%	41.70%	42.90%
Healthcare Support Occupations							
L1012O	NURSING AIDE, ORDERLIES, & ATTENDANT-O	129	\$24,320	\$28,574	-14.89%	11.60%	36.40%
L9091O	DENTAL ASSISTANT-O	2	\$27,353	\$41,536	-32.54%	33.30%	0.00%
Protective Service Occupations							
M2021A	FIRE INSPECTOR & INVESTIGATOR-A	16	\$39,600	\$47,607	-16.82%	6.30%	0.00%
M3012A	CORRECTIONAL OFFICER & JAILER-A	247	\$39,056	\$48,619	-17.40%	16.70%	63.30%
M3012O	CORRECTIONAL OFFICER & JAILER-O	796	\$31,157	\$44,957	-29.35%	24.30%	65.80%
M3021O	DETECTIVE & CRIMINAL INVESTIGATOR-O	50	\$38,160	\$45,602	-13.15%	27.30%	14.00%
M3031A	FISH & GAME WARDEN-A	16	\$49,455	\$68,145	-27.34%	15.80%	31.30%
M3031O	FISH & GAME WARDEN-O	36	\$39,038	\$50,900	-23.30%	29.40%	8.30%
M3051A	POLICE & SHERIFF PO-A	25	\$54,120	\$70,137	-22.84%	22.60%	24.00%
M3051O	POLICE & SHERIFF PO-O	99	\$41,475	\$45,430	-4.75%	24.10%	22.00%
M9032A	SECURITY GUARD-A	19	\$28,226	\$37,614	-24.96%	0.00%	10.50%
M9032O	SECURITY GUARD-O	56	\$23,471	\$29,923	-21.56%	15.40%	21.40%
Food Preparation and Serving Related Occupations							
N1011O	CHEF & HEAD COOK-O	2	\$36,530	\$25,722	42.02%	0.00%	50.00%
N2012A	COOK, INSTITUTIONAL & CAFETERIA-A	6	\$27,917	\$45,325	-38.41%	25.00%	33.30%
Building and Grounds Cleaning and Maintenance Occupations							
O2011O	JANITOR & CLEANER, EXCEPT MAID & HOUSEKEEPER-O	58	\$21,335	\$23,430	-8.94%	12.10%	13.80%
Office and Administration Support Occupations							
R3031O	BOOKKEEPING, ACCOUNTING & AUDITING CLERK-O	10	\$26,870	\$31,537	-14.80%	9.10%	10.00%
R4031A	COURT, MUNICIPAL & LICENSE CLERK-A	229	\$28,285	\$37,230	-22.93%	17.30%	13.50%
R4031O	COURT, MUNICIPAL & LICENSE CLERK-O	6	\$26,962	\$31,578	-14.62%	50.00%	83.30%
R4121A	LIBRARY ASSISTANT, CLERICAL-A	2	\$22,949	\$31,633	-27.45%	0.00%	0.00%
R50332	DISPATCHER II	90	\$31,216	\$38,950	-19.86%	6.40%	37.80%
R5081O	STOCK CLERK & ORDER FILLER-O	16	\$24,413	\$30,560	-20.12%	27.30%	12.50%
R6011A	EXECUTIVE SECRETARY & ADMINISTRATIVE ASSISTANT-A	112	\$39,219	\$44,004	-10.87%	10.30%	11.40%
R6011O	EXECUTIVE SECRETARY & ADMINISTRATIVE ASSISTANT-O	144	\$34,774	\$37,371	-6.95%	14.20%	14.90%
R6012A	LEGAL SECRETARY-A	66	\$30,269	\$36,916	-18.01%	13.30%	13.60%
R6014O	SECRETARY, EXCEPT LEGAL, MEDICAL & EXEC-O	153	\$26,895	\$27,545	-2.36%	24.80%	16.40%
R9199O	OFFICE & ADMINISTRATIVE SUPPORT WORKER, AO-O	57	\$28,570	\$28,331	0.85%	18.60%	0.00%
Farming, Fishing, and Forestry Occupations							
S2011A	AGRICULTURAL INSPECTOR-A	1	\$41,595	\$50,486	-17.61%	0.00%	100.00%
S2011O	AGRICULTURAL INSPECTOR-O	1	\$32,448	\$38,539	-15.41%	0.00%	100.00%
Construction and Extraction Occupations							

Job Code	Job Title	# Incumbents	New Mexico Average	8 States Average	% Above or Below Market	Vacancy	Turnover
T2031O	CARPENTER-O	2	\$30,115	\$35,927	-16.18%	0.00%	0.00%
T2111O	ELECTRICIAN-O	9	\$34,033	\$41,305	-17.61%	20.00%	11.10%
T2152O	PLUMBER, PIPEFITTER, & STEAM FITTER-O	2	\$33,392	\$40,099	-16.73%	0.00%	0.00%
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	61	\$42,725	\$50,403	-15.23%	17.60%	4.90%
T4051A	HIGHWAY MAINTENANCE WORKER-A	315	\$36,601	\$49,781	-26.48%	14.40%	23.60%
T4051O	HIGHWAY MAINTENANCE WORKER-O	364	\$27,942	\$37,301	-25.09%	20.40%	18.90%
Installation, Maintenance, and Repair Occupations							
U3011A	AIRCRAFT MECHANICS & SERVICE TECHNICIAN-A	2	\$59,571	\$53,998	10.32%	0.00%	0.00%
U3023O	AUTOMOTIVE SERVICE TECHNICIAN & MECHANIC-O	16	\$28,014	\$38,355	-26.89%	6.70%	12.50%
U9021O	HEATING, AIR CONDITIONING, & REFRIGERATOR-O	2	\$30,426	\$39,639	-23.24%	0.00%	0.00%
U9042O	MAINTENANCE & REPAIR WORKER, GEN-O	43	\$29,971	\$34,653	-13.51%	18.90%	11.60%
Production Occupations							
V8099O	PLANT & SYSTEM OPERATOR, ALL OTHER-O	13	\$39,881	\$37,312	6.88%	13.30%	15.40%
Transportation and Material Moving Occupations							
W2011A	AIRLINE PILOT-A	3	\$55,827	\$62,398	-10.53%	50.00%	33.30%
Staff							
X10000	LINE I	22	\$46,840	\$47,985	-2.12%	12.00%	13.60%
X10400	LINE I - NURSING	7	\$55,076	\$68,351	-19.42%	33.30%	25.00%
X20000	LINE II	349	\$48,596	\$46,216	5.19%	15.90%	16.20%
X30000	STAFF	583	\$57,681	\$60,716	-4.39%	16.00%	27.20%
X40000	ADMIN/OPS I	62	\$68,690	\$67,916	1.93%	14.90%	22.20%
X50000	ADMIN/OPS II	410	\$68,866	\$57,613	19.53%	18.20%	25.00%
X50400	ADMIN/OPS II - NURSING	12	\$75,180	\$135,960	-44.70%	7.70%	33.30%
X60000	GENERAL I	246	\$80,045	\$73,137	12.01%	18.30%	31.20%
X60150	GENERAL I - ENGINEERING	44	\$89,332	\$101,949	-12.38%	13.70%	25.00%
X60350	GENERAL I - IT	8	\$93,391	\$88,862	5.10%	10.00%	11.10%
X60400	GENERAL I - NURSING	3	\$86,808	\$77,506	12.00%	0.00%	0.00%
X80150	EXECUTIVE - ENGINEERING	8	\$101,729	\$111,139	-8.47%	13.70%	37.50%

## Appendix C – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts to Band
<b>Business and Financial Operations Occupations</b>			
C2061A	FINANCIAL EXAMINER-A	70	65
C2061B	FINANCIAL EXAMINER-B	60	55
C2061O	FINANCIAL EXAMINER-O	65	60
<b>Computer and Mathematic Occupations</b>			
D10221	IT ARCHITECT	90	80
D10231	IT BUSINESS ANALYST	85	75
D10241	IT PROJECT MANAGER	85	70
D10251	IT APPLICATIONS DEVELOPER 1	70	55
D10252	IT APPLICATIONS DEVELOPER 2	75	60
D10253	IT APPLICATIONS DEVELOPER 3	85	65
D10261	IT GENERALIST 1	75	60
D10262	IT GENERALIST 2	85	70
D10271	IT DATABASE ADMINISTRATOR 1	70	60
D10272	IT DATABASE ADMINISTRATOR 2	80	65
D10281	IT SYSTEMS MANAGER 1	65	50
D10282	IT SYSTEMS MANAGER 2	70	55
D10283	IT SYSTEMS MANAGER 3	80	65
D10284	IT SYSTEMS MANAGER 4	85	70
D10291	IT NETWORK SPECIALIST 1	70	55
D10292	IT NETWORK SPECIALIST 2	75	60
D10293	IT NETWORK SPECIALIST 3	80	70
D10301	IT TECHNICAL SUPPORT SPECIALIST 1	60	45
D10302	IT TECHNICAL SUPPORT SPECIALIST 2	65	50
D10303	IT TECHNICAL SUPPORT SPECIALIST 3	70	55
D2011A	ACTUARY-A	75	70
D2011B	ACTUARY-B	65	60
D2011O	ACTUARY-O	70	65
D2031A	OPERATION RESEARCH ANALYST-A	70	65
D2031B	OPERATION RESEARCH ANALYST-B	60	55
D2031O	OPERATION RESEARCH ANALYST-O	65	60
<b>Architecture and Engineering Occupations</b>			
E1022A	SURVEYOR-A	75	65

Job Code	Classification Title	Pay Band	Reverts to Band
E1022B	SURVEYOR-B	65	55
E1022O	SURVEYOR-O	70	60
E2051A	CIVIL ENGINEER -A	80	75
E2051B	CIVIL ENGINEER -B	70	65
E2051O	CIVIL ENGINEER -O	75	70
E2071A	ELECTRICAL ENGINEER-A	80	75
E2071B	ELECTRICAL ENGINEER-B	70	65
E2071O	ELECTRICAL ENGINEER-O	75	70
E2081A	ENVIRONMENTAL ENGINEER-PE-A	75	70
E2081B	ENVIRONMENTAL ENGINEER-PE-B	65	60
E2081O	ENVIRONMENTAL ENGINEER-PE-O	70	65
E2082A	ENVIRONMENTAL SPECIALIST-NL-A	75	70
E2082B	ENVIRONMENTAL SPECIALIST-NL-B	65	60
E2082O	ENVIRONMENTAL SPECIALIST-NL-O	70	65
E2111A	HEALTHCARE SURVEYOR-A	70	65
E2111B	HEALTHCARE SURVEYOR-B	60	55
E2111O	HEALTHCARE SURVEYOR-O	65	60
E2141A	MECHANICAL ENGINEER-A	80	75
E2141B	MECHANICAL ENGINEER-B	70	65
E2141O	MECHANICAL ENGINEER-O	75	70
E2151A	MINING & GEOLOGICAL ENGINEER-PE-A	75	70
E2151B	MINING & GEOLOGICAL ENGINEER-PE-B	65	60
E2151O	MINING & GEOLOGICAL ENGINEER-PE-O	70	65
E2152A	MINING & GEOLOGICAL SPECIALIST-NL-A	75	70
E2152B	MINING & GEOLOGICAL SPECIALIST-NL-B	65	60
E2152O	MINING & GEOLOGICAL SPECIALIST-NL-O	70	65
E2171A	PETROLEUM ENGINEERS-A	80	75
E2171B	PETROLEUM ENGINEERS-B	70	65
E2171O	PETROLEUM ENGINEERS-O	75	70
E2199A	ENGINEER, ALL OTHER-PE-A	80	75
E2199B	ENGINEER, ALL OTHER-PE-B	70	65
E2199O	ENGINEER, ALL OTHER-PE-O	75	70
E3000A	ENGINEER SPECIALIST, ALL OTHER-NL-A	80	75
E3000B	ENGINEER SPECIALIST, ALL OTHER-NL-B	70	65
E3000O	ENGINEER SPECIALIST, ALL OTHER-NL-O	75	70

Job Code	Classification Title	Pay Band	Reverts to Band
E3022A	CIVIL ENGINEERING TECHNICIAN-NL-A	60	55
E3022B	CIVIL ENGINEERING TECHNICIAN-NL-B	50	45
E3022O	CIVIL ENGINEERING TECHNICIAN-NL-O	55	50
<b>Life, Physical, and Social Science Occupations</b>			
F2041A	ENVIRONMENTAL SCIENTIST & SPEC-A	75	65
F2041B	ENVIRONMENTAL SCIENTIST & SPEC-B	65	55
F2041O	ENVIRONMENTAL SCIENTIST & SPEC-O	70	60
F2042A	GEOSCIENTIST, XCPT HYDROLGST & GEOGRPHR-A	75	70
F2042B	GEOSCIENTIST, XCPT HYDROLGST & GEOGRPHR-B	65	60
F2042O	GEOSCIENTIST, XCPT HYDROLGST & GEOGRPHR-O	70	65
F2043A	HYDROLOGIST-A	75	70
F2043B	HYDROLOGIST-B	65	60
F2043O	HYDROLOGIST-O	70	65
F3011A	ECONOMIST-A	80	70
F3011B	ECONOMIST-B	70	60
F3011O	ECONOMIST-O	75	65
F4092A	FORENSIC SCIENCE TECHNICIAN-A	80	60
F4092O	FORENSIC SCIENCE TECHNICIAN-O	75	55
<b>Community and Social Services Occupations</b>			
G10501	CHILD SUPPORT LEGAL ASSISTANT 1	60	55
G10502	CHILD SUPPORT LEGAL ASSISTANT 2	65	60
G10601	FAMILY ASSISTANCE ANALYST 1	60	55
G10602	FAMILY ASSISTANCE ANALYST 2	65	60
G10701	HSD QUALITY ASSURANCE SPECIALIST	70	65
G10901	PROBATION PAROLE OFFICER 1	65	60
G10902	PROBATION PAROLE OFFICER 2	70	65
<b>Education, Training &amp; Library Occupations</b>			
I4021A	LIBRARIAN-A	70	65
I4021B	LIBRARIAN-B	60	55
I4021O	LIBRARIAN-O	65	60
I4031A	LIBRARIAN TECHNICIAN-A	50	45
I4031B	LIBRARIAN TECHNICIAN-B	40	35
I4031O	LIBRARIAN TECHNICIAN-O	45	40
<b>Healthcare Practitioners and Technical Occupations</b>			
K1021A	DENTIST, GENERAL-A	90	80

Job Code	Classification Title	Pay Band	Reverts to Band
K1021B	DENTIST, GENERAL-B	80	70
K1021O	DENTIST, GENERAL-O	85	75
K1051A	PHARMACIST-A	90	70
K1051B	PHARMACIST-B	80	60
K1051O	PHARMACIST-O	85	65
K1062A	FAMILY & GENERAL PRACTITIONER-A	97	85
K1062B	FAMILY & GENERAL PRACTITIONER-B	95	75
K1062O	FAMILY & GENERAL PRACTITIONER-O	96	80
K10661	CLINICAL PSYCHOLOGIST I	85	75
K10662	CLINICAL PSYCHOLOGIST II	90	80
K1066A	PSYCHIATRIST-A	97	85
K1066B	PSYCHIATRIST-B	95	75
K1066O	PSYCHIATRIST-O	96	80
K10701	PHYSICIAN ASSISTANT	85	70
K1071A	PHYSICIAN ASSISTANT-A	85	70
K1071B	PHYSICIAN ASSISTANT-B	75	60
K1071O	PHYSICIAN ASSISTANT-O	80	65
K10801	CERTIFIED NURSE PRACTITIONER	85	70
K1111A	REGISTERED NURSE-A	75	65
K1111B	REGISTERED NURSE-B	65	55
K1111O	REGISTERED NURSE-O	70	60
K1122A	OCCUPATIONAL THERAPIST-A	80	65
K1122B	OCCUPATIONAL THERAPIST-B	70	55
K1122O	OCCUPATIONAL THERAPIST-O	75	60
K1123A	PHYSICAL THERAPIST-A	80	65
K1123B	PHYSICAL THERAPIST-B	70	55
K1123O	PHYSICAL THERAPIST-O	75	60
K1126A	RESPIRATORY THERAPIST-A	60	50
K1126B	RESPIRATORY THERAPIST-B	50	40
K1126O	RESPIRATORY THERAPIST-O	55	45
K1127A	SPEECH-LANGUAGE PATHOLOGIST-A	75	65
K1127B	SPEECH-LANGUAGE PATHOLOGIST-B	65	55
K1127O	SPEECH-LANGUAGE PATHOLOGIST-O	70	60
K1131A	VETERINARIAN-A	85	80
K1131B	VETERINARIAN-B	75	70

Job Code	Classification Title	Pay Band	Reverts to Band
K1131O	VETERINARIAN-O	80	75
K2021A	DENTAL HYGIENIST-A	70	55
K2021B	DENTAL HYGIENIST-B	60	45
K2021O	DENTAL HYGIENIST-O	65	50
K2034A	RADIOLOGIC TECHNOLOGIST & TECHNICIAN-A	60	55
K2034B	RADIOLOGIC TECHNOLOGIST & TECHNICIAN-B	50	45
K2034O	RADIOLOGIC TECHNOLOGIST & TECHNICIAN-O	55	50
Healthcare Support Occupations			
L9091A	DENTAL ASSISTANT-A	50	35
L9091B	DENTAL ASSISTANT-B	40	25
L9091O	DENTAL ASSISTANT-O	45	30
Protective Service Occupations			
M3012A	CORRECTIONAL OFFICER & JAILER-A	60	50
M3012B	CORRECTIONAL OFFICER & JAILER-B	50	40
M3012O	CORRECTIONAL OFFICER & JAILER-O	55	45
M3051A	POLICE & SHERIFF PATROL OFFICER-A	75	65
M3051B	POLICE & SHERIFF PATROL OFFICER-B	65	55
M3051O	POLICE & SHERIFF PATROL OFFICER-O	70	60
M40101	EMERGENCY MANAGEMENT SPECIALIST	65	60
M40102	HOMELAND SECURITY SPECIALIST	70	65
M9032A	SECURITY GUARD-A	45	35
M9032B	SECURITY GUARD-B	35	25
M9032O	SECURITY GUARD-O	40	30
Sales and Related Occupations			
Q3031A	SECURITIES, COMMODITIES, AND FIN SRVS-A	95	70
Q3031B	SECURITIES, COMMODITIES, AND FIN SRVS-B	85	60
Q3031O	SECURITIES, COMMODITIES, AND FIN SRVS-O	90	65
Office and Administration Support Occupations			
R4121A	LIBRARY ASSISTANT, CLERICAL-A	35	30
R4121O	LIBRARY ASSISTANT, CLERICAL-O	30	25
Farming, Fishing, and Forestry Occupations			
S20101	LIVESTOCK INSPECTOR 1	60	55
S20102	LIVESTOCK INSPECTOR 2	65	60
S20200	MEAT INSPECTOR	60	55
Construction and Extraction Occupations			



Job Code	Classification Title	Pay Band	Reverts to Band
T2111A	ELECTRICIAN-A	55	50
T2111B	ELECTRICIAN-B	45	40
T2111O	ELECTRICIAN-O	50	45
T2152A	PLUMBER, PIPEFITTER, & STEAM FITTER-A	55	50
T2152B	PLUMBER, PIPEFITTER, & STEAM FITTER-B	45	40
T2152O	PLUMBER, PIPEFITTER, & STEAM FITTER-O	50	45
T4011A	CONSTRUCTION & BUILDING INSPECTOR-3	65	60
T4011B	CONSTRUCTION & BUILDING INSPECTOR-1	55	50
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	60	55
T4051A	HIGHWAY MAINTENANCE WORKER-A	55	50
T4051B	HIGHWAY MAINTENANCE WORKER-B	45	40
T4051O	HIGHWAY MAINTENANCE WORKER-O	50	45
Installation, Maintenance, and Repair Occupations			
U3011A	AIRCRAFT MECHANICS & SERVICE TECH-A	75	55
U3011B	AIRCRAFT MECHANICS & SERVICE TECH-B	65	45
U3011O	AIRCRAFT MECHANICS & SERVICE TECH-O	70	50
U9021A	HEATING, AIR CONDITIONING, & REFRIG-A	55	50
U9021B	HEATING, AIR CONDITIONING, & REFRIG-B	45	40
U9021O	HEATING, AIR CONDITIONING, & REFRIG-O	50	45
Transportation and Material Moving Occupations			
W2011A	AIRLINE PILOT-A	70	65
W2011B	AIRLINE PILOT-B	60	55
W2011O	AIRLINE PILOT-O	65	60
Staff			
X10100	LINE I - DENTAL	95	65
X10125	LINE I - ECONOMICS	70	65
X10150	LINE I - ENGINEERING	70	65
X10200	LINE I - ENVIRONMENTAL SCIENCE	70	65
X10250	LINE I - FORENSIC SCIENCE	80	65
X10300	LINE I - HOSPITAL ADMINISTRATION	80	65
X10350	LINE I - IT	75	65
X10400	LINE I - NURSING	75	65
X10450	LINE I - NUTRITION/DIETITIAN	70	65
X10500	LINE I - OT/PT/SLP	80	65
X10550	LINE I - PHARMACY	85	65

Job Code	Classification Title	Pay Band	Reverts to Band
X10600	LINE I - PSYCHIATRY	98	65
X10650	LINE I - PHYSICIAN	98	65
X10700	LINE I - MTD/SID	75	65
X20100	LINE II - DENTAL	95	70
X20125	LINE II - ECONOMICS	75	70
X20150	LINE II - ENGINEERING	75	70
X20200	LINE II - ENVIRONMENTAL SCIENCE	75	70
X20250	LINE II - FORENSIC SCIENCE	80	70
X20300	LINE II - HOSPITAL ADMINISTRATION	85	70
X20350	LINE II - IT	80	70
X20400	LINE II - NURSING	80	70
X20450	LINE II - NUTRITION/DIETITIAN	75	70
X20500	LINE II - OT/PT/SLP	85	70
X20550	LINE II - PHARMACY	90	70
X20600	LINE II - PSYCHIATRY	98	70
X20650	LINE II - PHYSICIAN	98	70
X20700	LINE II - MTD/SID	80	70
X30100	STAFF - DENTAL	95	75
X30125	STAFF - ECONOMICS	80	75
X30150	STAFF - ENGINEERING	80	75
X30200	STAFF - ENVIRONMENTAL SCIENCE	80	75
X30250	STAFF - FORENSIC SCIENCE	85	75
X30300	STAFF - HOSPITAL ADMINISTRATION	90	75
X30350	STAFF - IT	85	75
X30400	STAFF - NURSING	80	75
X30450	STAFF - NUTRITION/DIETITIAN	80	75
X30500	STAFF - OT/PT/SLP	90	75
X30550	STAFF - PHARMACY	95	75
X30600	STAFF - PSYCHIATRY	98	75
X30650	STAFF - PHYSICIAN	98	75
X30700	STAFF - MTD/SID	85	75
X40100	ADMIN/OPS I - DENTAL	95	80
X40150	ADMIN/OPS I - ENGINEERING	85	80
X40200	ADMIN/OPS I - ENVIRONMENTAL SCIENCE	85	80
X40250	ADMIN/OPS I - FORENSIC SCIENCE	90	80

Job Code	Classification Title	Pay Band	Reverts to Band
X40300	ADMIN/OPS I - HOSPITAL ADMINISTRATION	95	80
X40350	ADMIN/OPS I - IT	90	80
X40400	ADMIN/OPS I - NURSING	85	80
X40450	ADMIN/OPS I - NUTRITION/DIETITIAN	85	80
X40500	ADMIN/OPS I - OT/PT/SLP	95	80
X40550	ADMIN/OPS I - PHARMACY	96	80
X40600	ADMIN/OPS I - PSYCHIATRY	98	80
X40650	ADMIN/OPS I - PHYSICIAN	98	80
X40700	ADMIN/OPS I - MTD/SID	90	80
X50100	ADMIN/OPS II - DENTAL	95	85
X50150	ADMIN/OPS II - ENGINEERING	90	85
X50200	ADMIN/OPS II - ENVIRONMENTAL SCIENCE	90	85
X50250	ADMIN/OPS II - FORENSIC SCIENCE	95	85
X50300	ADMIN/OPS II - HOSPITAL ADMINISTRATION	96	85
X50350	ADMIN/OPS II - IT	95	85
X50400	ADMIN/OPS II - NURSING	90	85
X50500	ADMIN/OPS II - OT/PT/SLP	95	85
X50550	ADMIN/OPS II - PHARMACY	97	85
X50600	ADMIN/OPS II - PSYCHIATRY	98	85
X50650	ADMIN/OPS II - PHYSICIAN	98	85
X50700	ADMIN/OPS II - MTD/SID	95	85
X60100	GENERAL I - DENTAL	95	90
X60150	GENERAL I - ENGINEERING	95	90
X60200	GENERAL I - ENVIRONMENTAL SCIENCE	95	90
X60250	GENERAL I - FORENSIC SCIENCE	96	90
X60300	GENERAL I - HOSPITAL ADMINISTRATION	97	90
X60350	GENERAL I - IT	95	90
X60500	GENERAL I - OT/PT/SLP	95	90
X60550	GENERAL I - PHARMACY	97	90
X60600	GENERAL I - PSYCHIATRY	98	90
X60650	GENERAL I - PHYSICIAN	98	90
X60700	GENERAL I - MTD/SID	95	90
X70250	GENERAL II - FORENSIC SCIENCE	96	95
X70300	GENERAL II - HOSPITAL ADMINISTRATION	98	95
X70350	GENERAL II - IT	96	95

Job Code	Classification Title	Pay Band	Reverts to Band
X70550	GENERAL II - PHARMACY	97	95
X70600	GENERAL II - PSYCHIATRY	98	95
X70650	GENERAL II - PHYSICIAN	98	95
X80300	EXECUTIVE - HOSPITAL ADMINISTRATION	98	96
X80550	EXECUTIVE - PHARMACY	97	96
X80600	EXECUTIVE - PSYCHIATRY	98	96
X80650	EXECUTIVE - PHYSICIAN	98	96

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