

# 2012

## 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 eight 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 eight 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 17,200 employees within 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 for state employees to deliver excellence, accountability and efficiency.

As with both private and public employers seeking 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 state's classified service compensation program has not maintained pace with the market. The state's salary structure has fallen critically behind the market with employee pay not keeping pace with inflation or changes in the salary market. As the economy starts to recover, it is important to recognize pressure being experienced as other private and public sector organizations are beginning to compete for the same workers that the State is trying to 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 state's pay strategy 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. This has allowed the state to compete with other private and public employers for qualified workers. The annual average base salary in the classified service is \$41,912. When compared to the primary eight state comparator <sup>1</sup>market, NCASG New Mexico ranks fifth; in total compensation, (salary plus benefits) New Mexico ranks fourth indicating that New Mexico has achieved its goal of being the average payer within the region. However, upon more analysis at the individual classification levels, average employee pay falls 4.25% below the market regression average and, in some cases the average salary for benchmark classifications falls over 50%; behind the market significantly impacting the State's ability to attract, retain, engage and reward employees.

Further analysis shows the classified service salary schedule is well behind the market. In order to match up to average market pay rates, the midpoint of the state's pay bands should reflect the market rate and be adjusted regularly to reflect market increases. Absent these adjustments the state's ability to attract or retain employees is significantly diminished. This happened for a number of reasons:

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<sup>1</sup> National Compensation Association of State Governments Salary Survey (NCASG)

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- The classified service salary schedule has not been adjusted since 2007 to reflect across the board pay increases approved by the Legislature as had been the state's ability to maintain competitiveness with market.
- The salary ranges are too wide; the maximum pay rate is 78% greater than the minimum or entry rate. Staff is currently researching the impact of narrowing the width of the pay bands between 50% - 60%

In order to remain competitive pay needs to be in-line with average market rate resulting in pay bands being adjusted annually to reflect the market change. It should be noted that this 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 as funding become available. Revenue shortfalls in the past few years have restricted the State from:

- Improving its competitive position in the marketplace, and
- Creating a greater cost for adjustment when funding becomes available to address the issue.

Currently the Legislative Finance Committee, the Department of Finance and Administration (DFA), and SPO are jointly working with Hay Associates to develop a plan to address this issue.

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

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Currently over 31% of the state's job classifications are assigned to Alternative Pay Bands (APBs); this is in response to the state's inability to adjust the salary structure. The structure is estimated to be at least eighteen percent (18%) behind market.

The sheer volume of APB assignments is a clear indication that the salary structure is significantly behind the market and having a significant impact on agency operations. APBs were designed to only be used on an exception basis to address compensation issues related to recruitment and retention that cannot normally be handled within the general base salary structure. A job that is evaluated and assigned to range levels appropriately captures and maintains internal equity to other similar sized jobs within the classified service. However, when external forces of demand exceed the limited supply of labor putting market pressure on compensation, it affects the state's ability to attract well qualified applicants. As a result, the State Personnel Board (SPB) is forced to "temporarily" assign a job classification to a higher pay band to encompass market pay.

Without ongoing maintenance of total structure adjustment, New Mexico will continue to fall further behind each year in its ability to competitively recruit and retain critical occupations. As the number of years the compensation structure goes unadjusted increases, the greater the total cost to adjust the pay plan will be. Currently, the cost to adjust the salary structure is estimated to be up to \$80 million. Had the State regularly made structure adjustments each year, the current fiscal impact would be closer to between \$9 and \$15 million.

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### Total Compensation Components Unbalanced

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As recognized in recent years total compensation for employees consists not only of the cost of the direct pay an employee receives but also the value/cost to the state of benefits provided to employees. The percentage of total compensation provided in direct salary versus indirect benefits is skewed towards providing higher benefits by as much as 10%. Analysis of both public and private sectors total compensation shows that New Mexico contributes significantly more towards both medical benefits and deferred retirement earnings for its employees.

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 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 and are a significant recruiting factor for the state nationally employers, including the State, are beginning to more effectively manage benefits to maximize the return on the investment to both the organization and to 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 paying 100 percent (100%) of coverage for the employee while requiring employees to pick up a greater portion of dependent coverage. The State needs to continue its efforts to review and manage its healthcare plan design, 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 modifying employer/employee contribution rates and moving to a 30 year plan for new employees. Currently, the PERA retirement calculation considers both years of service and average highest earnings. The PERA Board has indicated they will be working with the legislature in 2013 to propose changes to vesting periods, benefit multipliers and cost-of-living adjustments affecting both active and new members and retirees receiving pension benefits.

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 is working to develop, within PeopleSoft, a total compensation statement that will annually be provided to each employee.

Costs are increasing each year for all of the major components of total compensation. Discussions must continue with all entities 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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Employee's average pay received by pay band (based on regression analysis) is behind the market by four and one quarter percent (4.25%); however, when the one hundred and fifty-one (151) benchmark classifications are individually analyzed, over fifty-one percent (51%) of the these classifications trail the market rate by greater than ten percent (10%). Conversely, twenty-two percent and one half percent (22.5%) of benchmark classifications' average pay is at or above the market rate, and there is wide variance among actual benchmark classifications with averages ranging from forty-eight percent (48%) below market to forty-eight percent (48%) above market.

The average employee compa-ratio (salary as a percentage of pay band midpoints) of all classified employees is one hundred percent (100%). When these are evaluated by agency average compa-ratio of employees ranges from eighty-eight (88%) to one hundred twenty-five (125%) percent. There are fifteen (15) classified agencies that have an average compa-ratio less than one hundred percent (100%) and nine (9) agencies that have an average compa-ratio of one hundred and ten percent (110%) or greater. The average employee compa-ratio's for the seventeen (17) largest executive branch agencies range from ninety percent (90%) to one hundred and six percent (106%). Additionally, in many agencies the midpoint has become the entry level for new hires resulting in compaction with more tenured employees.

In order to correct these issues, it is recommended that at a minimum additional funding is directed toward those classifications furthest behind market. To utilize an egalitarian across-the-board approach with the same increase amount for everyone will not address these underlying and significant issues. It is also clear that a failure to address structure and average pay issues in the past can no longer be ignored. Additionally, this cannot be accomplished in one year but can be addressed over multiple years. This is an issue that has geometrically grown as a direct result of a failure to not make pay plan structure adjustments in past years as across the board adjustments were not made as had been the practice before the last administration.

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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. Since 2001 labor markets have increased 39.4%, while New Mexico has only authorized salary increase's totaling 24.3%. This last increase occurred in 2008. As the economy continues to improve and unemployment decreases, there is evidence that private sector employers are beginning to increase employee salaries in order to attract and retain qualified workers.

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

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SPO is currently evaluating the feasibility of proposing the introduction of true variable pay-for-performance models into the classified service compensation system; these systems are being utilized successfully in other

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states. This could include merit increases to base salaries, variable rewards, bonuses, incentive pay, etc. In general, the state's compensation system must align pay and results to recognize and reward employees for their contribution to the success of the agency. This would allow recognition of those employees who are engaged more and add more value to the success of an agency. There is evidence to support the premise that employees who are higher performers should receive a greater reward than those who are not. To be effective, variable pay must have some relationship to base pay. Variable pay mechanisms such as these are important components to a reward system that provide methods to reward performance, short-term assignments or compensate for special situations.

### Need for Classification System Improvements

- In 2001, the State implemented revisions to the classification system which resulted in a reduction in 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.
- Evaluation of the system and its impact upon recruitment and retention of employees, SPO began to review its classification system to break down the existing occupationally based classifications to ensure all job sizes within each are job family captured from the smallest independent contributor to the largest. This has resulted in the all classifications and job descriptions being or in process of being modified to include: Minimum qualifications required for the position;
- A description of the job duties and responsibilities.

This is being accomplished by utilizing the matrix developed by *NM.HR.2001*

### System Maintenance Costs

In a joint effort with the Legislative Finance Committee and the Department of Finance and Administration, the State Personnel Office has provided the cost of a 1% salary increase for classified and exempt employees for a full year. The Cost of In-Range Salary Adjustments for a Full Fiscal Year is based on actual classified and exempt employee salaries.

Cost of In-Range Salary Adjustments for a Full Fiscal Year	
Percent of Actual Salary Adjustment	Full Cost
1%	\$5,844.8

# 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).

### **National Compensation Association of State Governments Salary Survey:**

SPO participates in a comprehensive annual salary survey of benchmark job classifications sponsored by the National Compensation Association of State Governments (NCASG). In 2011 the Central States Compensation Association (CSCA) merged with the Southeastern States Salary Conference to become the NCASG. The NCASG retained the primary objective of the CSCA, which 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 2012, 36 state governments participated in this annual survey. Data for states that had market movement were "aged" in accordance with industry standards. In 2012, New Mexico identified job matches for 220 of the 225 benchmark classifications in the survey. 151 core benchmark classifications were used in the analysis contained in this report. Over 731,500 state workers are represented in this survey.

## 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.
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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 (39 years), most comprehensive and one of the largest (3,916 participating organizations representing approximately 17 million employees) salary increase budget surveys. This year, 291 responses were from New Mexico participants. In July 2012, projections for 2013 indicated participating organizations forecast average salary structure movement of 2% and merit increases of 3%. Survey results indicate that 89% of organizations provided a base salary increase in 2012—which is up by 1% from last year. Increased focus on variable pay appears to be offsetting base salary increases; with approximately 82% of organizations offering some sort of variable pay this year (up from 79% from last year). Supporting data may be found at [www.worldatwork.org](http://www.worldatwork.org).

- **The Conference Board:** Projections for 2013 indicated participating organizations forecast average salary structure movement of 2% and merit increases of 3%.
  - **The HayGroup:** Hay consultants are reporting clients plan to adjust their salary structures 2.1% and provide average salary increases of 2.9%. 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).
  - **Culpepper:** Base salary increases in the U.S. are projected to rise from 2.81% in 2012 to 3.00% in 2013, with most companies projecting 3.00% in 2013. Supporting data may be found at [www.culpepper.com](http://www.culpepper.com).
  - **Mercer:** Mercer expects that among midsize and large employers across the U.S., the average raise in base pay is expected to be 2.9 percent in 2013, up slightly from 2.7 percent in 2012 and 2011, and 2.3 percent in 2010. Supporting data may be found at [www.mercerhr.com](http://www.mercerhr.com).
  - **The Creative Group:** Starting salaries for creative and marketing professionals are expected to rise an average of 3.5 percent in 2013. Supporting data may be found at [www.creativegroup.com](http://www.creativegroup.com).
  - **Towers Watson:** The Towers Watson Compensation practice, of 857 U.S. companies, conducted in June and July of 2012, indicates that companies are planning pay increases that will average 2.9 percent in 2013 for their salaried non-management employees [www.towerswatson.com](http://www.towerswatson.com).
  - **Aon Hewitt:** Aon Hewitt U. S. Salary Increase Survey indicates that organizations plan on providing 3.0% average salary increase next year. The 36<sup>th</sup> annual survey is based on data collected during June and July, 2012 from 1,306 organizations. Participants include 788 service organizations, 508 manufacturing organizations and 10 multi-industry organizations. Supporting data may be found at [www.hewittassociates.com](http://www.hewittassociates.com).
  - **Empsight International LLC:** Finds that U.S. salary merit increases for 2013 are forecasted to be 3% at median, according to a survey of 270 large, multinational companies.
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- **Compensation.BLR.com:** Eighteen percent of respondents expect to offer 2013 merit increases of up to 2.5 percent, while 22 percent plan no increase at this time and 31 percent haven't yet made a decision regarding 2013 merit increases. The survey shows, however, that 27.5 percent plan to offer merit increases of 2.5 to 5 percent and 1 percent plan to offer increases above 5 percent. A total of 1,517 organizations participated in this survey, which was conducted in June 2012.
- **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).
- **American Federation of Teachers:** The 13<sup>th</sup> Annual Compensation Survey (2012), containing 45 key benchmarks in various occupations, indicates that organizations provided a 0.2% average salary increase across 45 job titles. Supporting data may be found at [www.aft.com](http://www.aft.com).
- **Integrated Healthcare Strategies:** The 2012 National Healthcare Staff Compensation Survey indicates participating organizations plan to adjust their salaries by 2.2%. The survey includes data on over 250 benchmark positions from over 1,200 organizations representing over 1 million employees. Supporting data may be found at [www.ihstrategies.com](http://www.ihstrategies.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)

## 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.

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Studies conducted by WorldatWork, 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

Table 1

The adjacent table shows that New Mexico ranks fourth when compared against the eight state comparator salary markets, which is consistent with 2011. New Mexico has traditionally held the median position for many years now. In 2000, the Hay Group reviewed the benefits offered 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 amount for the past ten years. Increases to both salary and benefits have resulted in significant growth in total compensation for these states. The chart on following page compares total compensation for New Mexico against the average of the eight states comparator market.

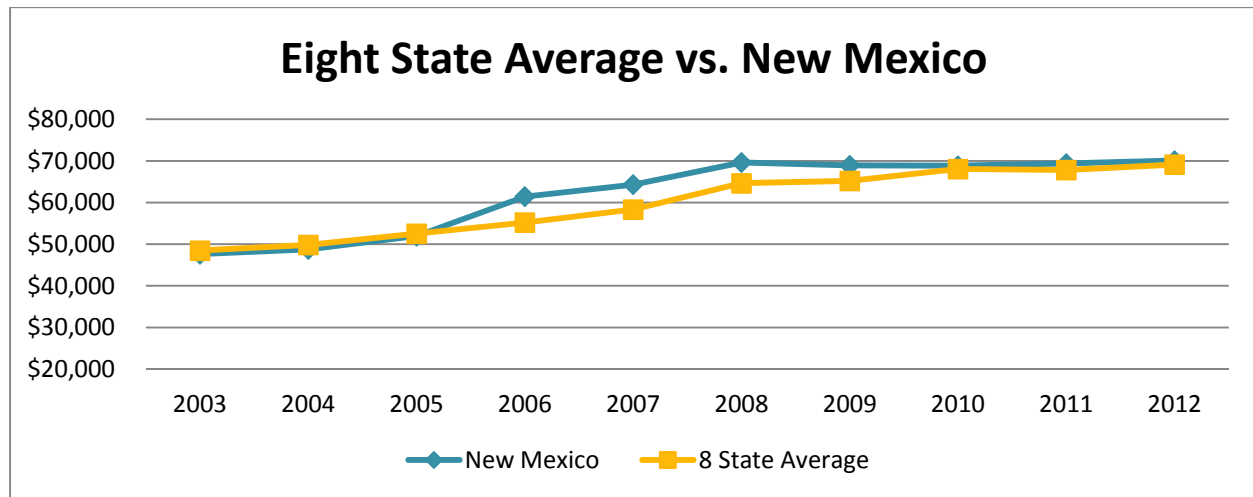
### Eight – State Comparator Market Total Compensation Ranking

Wyoming	\$87,981
Utah	\$84,283
Colorado	\$73,276
<b>New Mexico</b>	<b>\$70,043</b>
Arizona	\$66,014
Nevada	\$64,480
Texas	\$59,785
Kansas	\$59,464
Oklahoma	\$57,608

Table 2

10 Year Eight State Total Compensation Comparison										
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Arizona	\$44,616	\$44,096	\$46,010	\$49,504	\$48,047	\$60,258	\$61,318	\$69,576	\$69,264	\$66,014
Colorado	\$62,754	\$58,282	\$62,442	\$68,972	\$70,192	\$75,088	\$78,894	\$78,250	\$73,444	\$73,276
Kansas	\$44,845	\$44,429	\$46,821	\$48,464	\$47,324	\$52,624	\$56,971	\$55,952	\$55,348	\$59,464
Nevada	-	\$60,050	\$62,026	\$65,915	\$66,224	\$68,100	\$64,480	\$64,480	\$64,480	\$64,480
New Mexico	\$47,611	\$48,734	\$51,958	\$61,421	\$64,311	\$69,608	\$68,920	\$68,823	\$69,354	\$70,043
Oklahoma	\$43,701	\$44,346	\$47,112	\$47,486	\$52,223	\$64,917	\$64,251	\$66,518	\$66,664	\$57,608
Texas	\$44,886	\$44,949	\$46,821	\$48,694	\$51,306	\$54,103	\$55,468	\$56,884	\$58,361	\$59,785
Utah	\$48,485	\$50,294	\$55,016	\$55,931	\$64,654	\$70,886	\$66,498	\$73,424	\$73,444	\$84,283
Wyoming	\$49,899	\$52,125	\$53,934	\$56,555	\$66,594	\$71,136	\$73,694	\$79,269	\$81,452	\$87,981

\*2003 Nevada did not report data



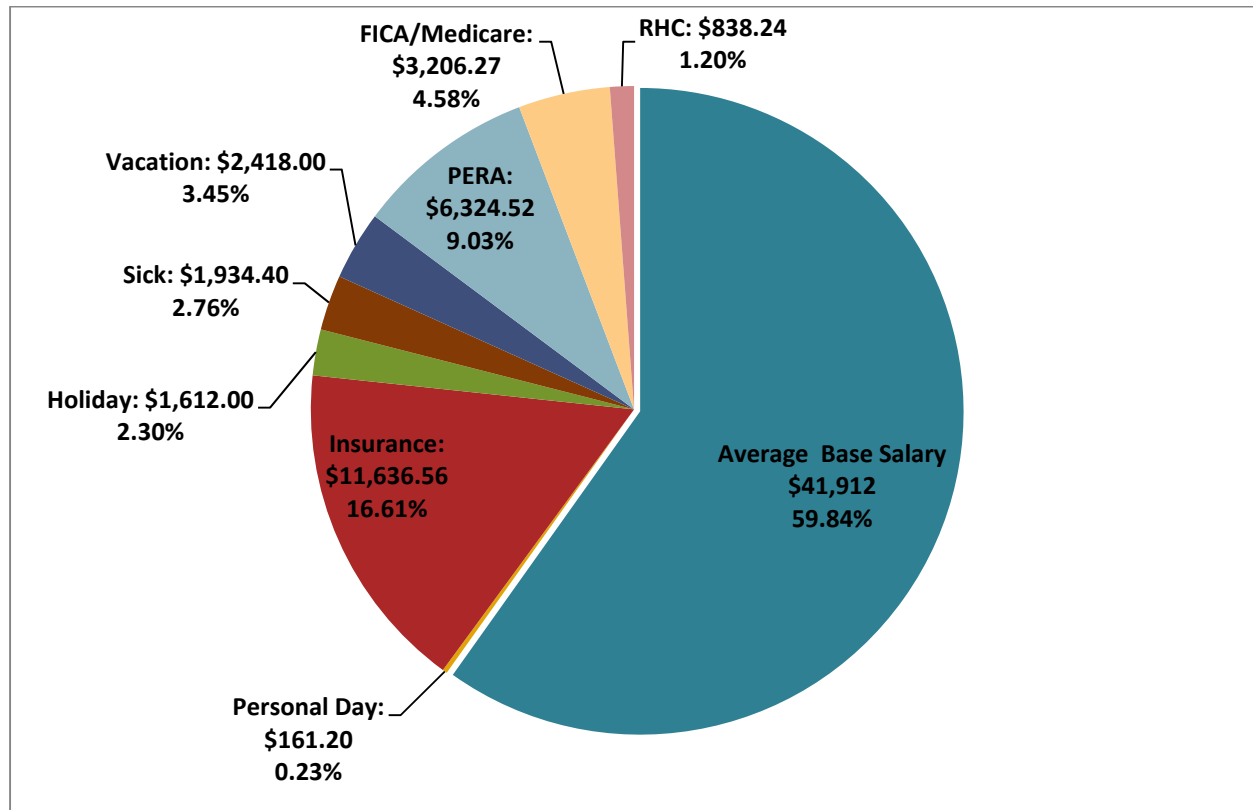
## Total Classified Compensation Calculation Sample

The following table and chart provide a sample breakdown of the components of total compensation using the average classified base salary of \$41,912. The employer sponsored components include mandated benefits, insurance and paid time off. The additional value of benefits provided by the State is \$28,131, resulting in a total compensation amount of \$70,043. The value of benefits increased slightly in FY13 due to legislatively mandated contribution changes that increased the state's contribution toward retirement and retiree health care. In general, for each dollar paid by the State in direct base salary it also provides an additional sixty-seven cents worth of additional value-added indirect (benefits) compensation. As a whole, base salary accounts for approximately 59.8% of total compensation, while benefits account for 40.2% of total compensation.

Table 3

<b>Average Base Salary:</b>		<b>\$41,912.00</b>	<b>59.8%</b>
<b>Employer Sponsored Benefits:</b>			
<b>FICA/Medicare</b>	(6.2% / 1.45% of gross salary)	\$ 3,206.27	4.6%
<b>PERA</b>	(15.09% of gross salary)	\$ 6,324.52	9.0%
<b>RHC</b>	(2.0 % of gross salary)	\$ 838.24	1.2%
<b>Vacation</b>	(120 hours per year)	\$ 2,418.00	3.5%
<b>Sick</b>	(96 hours per year)	\$ 1,934.40	2.8%
<b>Holiday</b>	(80 hours per year)	\$ 1,612.00	2.3%
<b>Insurance</b>	(less than \$50,000 tier)	\$ 11,636.56	16.6%
<b>Personal Day</b>	(8 hours per year)	\$ 161.20	0.23%
<b>Total Benefits</b>		<b>\$ 28,131.19</b>	<b>40.2%</b>
<b>Total Compensation (Salary + Benefits):</b>		<b>\$ 70,043.19</b>	<b>100%</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
Wages and salaries	69.3%	70.4%	65.0%	59.8%
Benefits	30.7	29.6	35	40.2
Paid leave	7.0	6.8	7.4	8.7%
Supplemental pay	2.5	2.9	0.8	0.0%
Insurance	8.9	8.1	12.1	17.9%
Health	8.5	7.7	11.7	16.6%
Retirement and savings	4.5	3.5	8.5	9.0%
Defined benefit	2.7	1.5	7.8	9.0%
Defined contribution	1.8	2.1	0.7	-
Legally required	7.8	8.2	6.2	4.6%

Table 4 on the previous page 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 59.8% of total compensation versus 65.0% 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. 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.

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## 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 3% in FY13. Survey sources indicate that organizations as a whole across all industries, plan on providing increases that range from 0% to 3.5%.

WorldatWork indicates that US employers plan on providing an average 3.0% 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 2.1% in 2013, which is slightly above the actual 2012 salary increase rate of 1.7%.

The Social Security Administration announced that it will provide a 1.7% increase adjustment to Social Security and Supplemental Security Income benefits for more than 55 million Americans. The Social Security Administration provided a cost of living adjustment (COLA) of 3.6% in 2012.

**Table 5**

### Industry Related Trends & Data Sources

Organization	2013
WorldatWork	3.0%
Hay Group	2.9%
Mercer	2.9%
Towers Watson Data Services	2.9%
Aon Hewitt	3.0%
BLR	2.5%
IOMA	3.0%
AFT	0.2%
Integrated Health Services	2.2%
The Conference Board	3.0%
Culpepper	3.0%
The Creative Group	3.5%
Empsight International LLC	3.0%
Social Security Administration	1.7 %

## 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 2.0% for the year that ended September 2012. Annual compensation costs for state and local government workers increased 1.8% for the year that ended September 2012. This is up from 1.5% for the year that ended September 2011. 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).

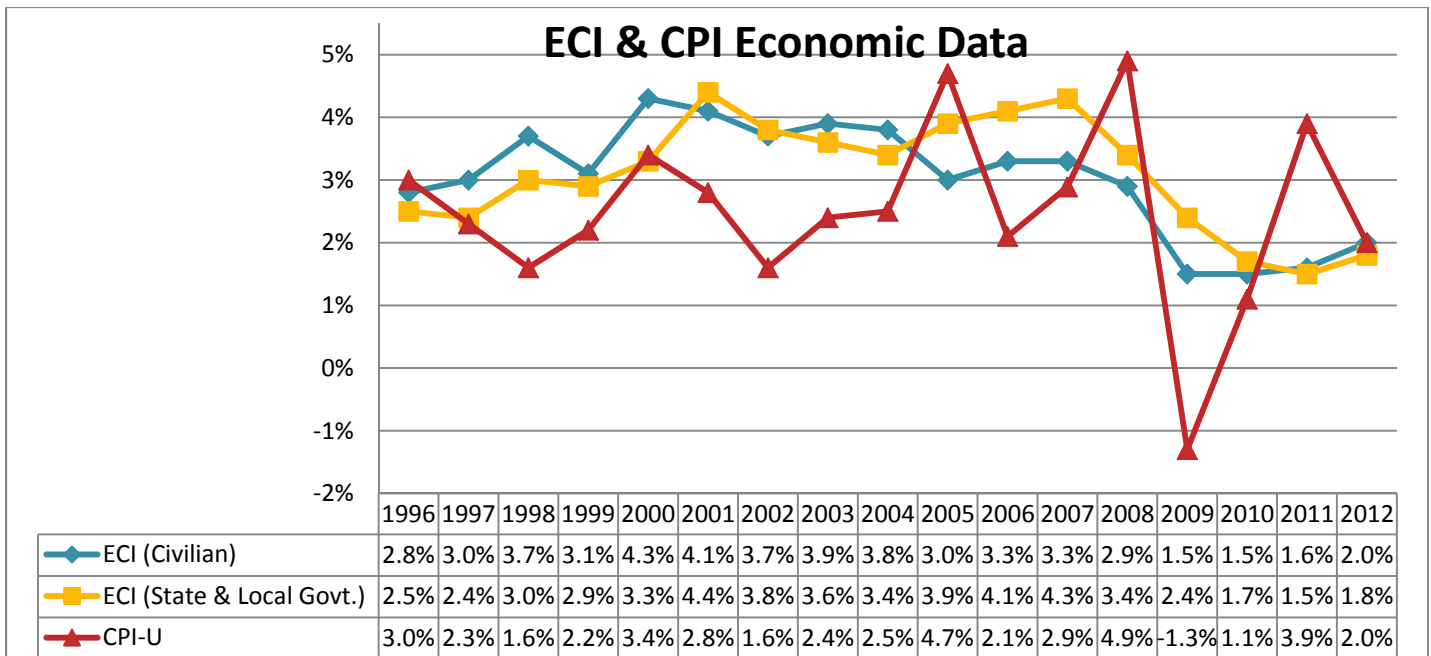
### Consumer Price Index—All Urban Consumers (CPI—U)

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 2.0% for the 12 prior months that ended September 2012. The September index of 231.407 (not seasonally adjusted) (1982-84 = 100) was up from 226.889 (not seasonally adjusted) in the 12 months that ended September 2011. Supporting data may be found at [www.bls.gov](http://www.bls.gov).

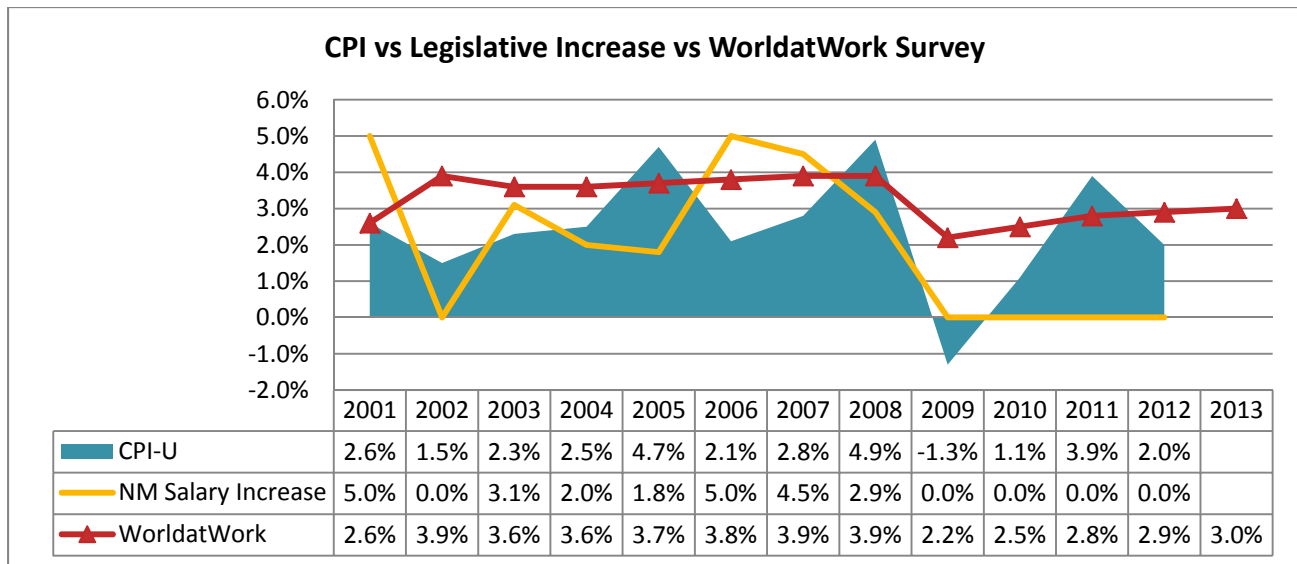
Table 6

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
2012	2.0	1.8	2.0

Over the past 11 years New Mexico has not kept pace with salary increases when compared to both the CPI-U and WorldatWork indicators, nor 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 costs more dollars for the same amount of goods and services; ultimately impacting an employee’s ability to purchase those goods and services.



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 29.1% and WorldatWork has tracked salary increases totaling 39.4%, 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 2013, WorldatWork is projecting average salary increases of 3.0%. 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

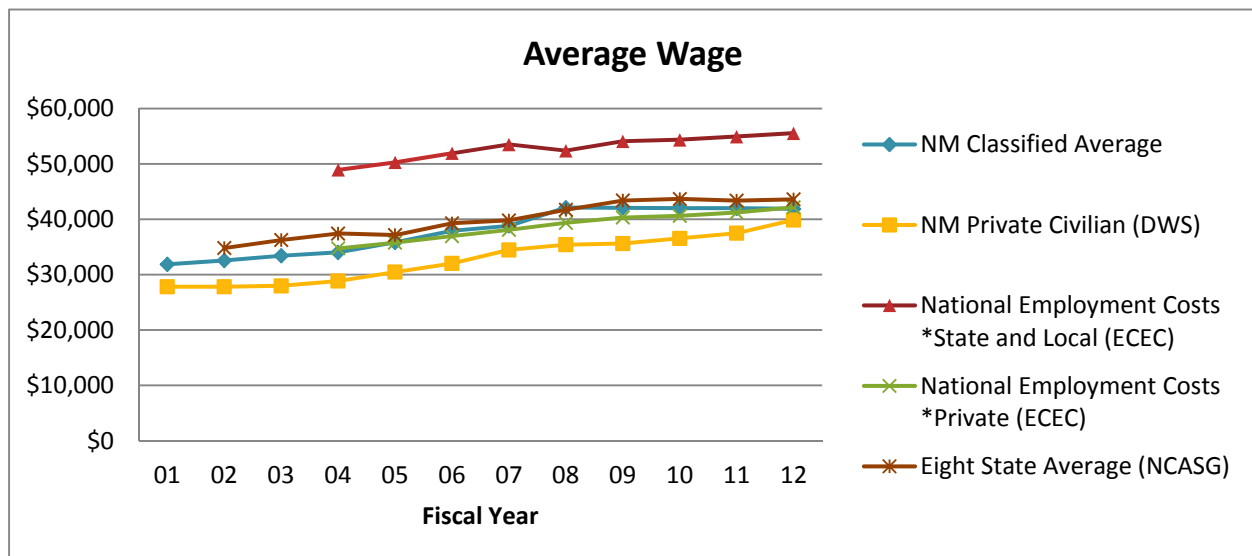
The table below illustrates the average classified salary for New Mexico and the eight state comparator market for the past 11 years. This table shows how the average annual salary has changed year to year and the furthest column to the right shows the percent change in average salary from 2002 to 2012. 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

Historical Eight State Average Base Comparison												
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	% Chg 2011- 2012
Arizona	\$31,824	\$31,859	\$31,454	\$31,960	\$34,879	\$36,607	\$37,077	\$37,448	\$37,630	\$36,695	\$34,973	-4.92%
Colorado	\$47,088	\$49,038	\$45,425	\$48,360	\$52,104	\$50,328	\$52,017	\$53,952	\$55,044	\$51,072	\$50,955	-0.23%
Kansas	\$30,575	\$32,366	\$44,429	\$33,931	\$35,074	\$34,511	\$36,664	\$38,248	\$38,100	\$35,235	\$37,855	6.92%
Nevada	\$37,554	\$43,040	\$43,550	\$44,556	\$48,099	\$48,325	\$49,694	\$55,704	\$55,704	\$55,704	\$55,704	0.00%
New Mexico	\$32,558	\$33,426	\$34,018	\$35,834	\$37,918	\$38,820	\$42,099	\$42,058	\$41,986	\$41,995	\$41,912	-0.20%
Oklahoma	\$29,935	\$29,946	\$29,963	\$30,722	\$32,534	\$34,356	\$34,686	\$34,984	\$35,200	\$32,495	\$35,540	8.57%
Texas	\$31,039	\$32,594	\$32,565	\$32,809	\$34,121	\$36,124	\$37,365	\$38,461	\$39,232	\$39,265	\$40,223	2.38%
Utah	\$35,433	\$35,308	\$35,851	\$37,440	\$37,996	\$38,030	\$42,504	\$42,562	\$42,635	\$39,312	\$45,114	12.86%
Wyoming	\$35,020	\$35,844	\$36,106	\$37,474	\$39,385	\$40,012	\$43,686	\$45,822	\$45,822	\$44,764	\$48,352	7.42%

## New Mexico Trends

The average classified salary was \$41,912 as of July 2012. The average private salary in New Mexico was \$39,884 based on the Quarterly Census of Employment and Wages, which is a product of the New Mexico Department of Workforce Solutions. The national average salary was \$42,161 for private employers and \$55,536 for state and local governments as of June 30, 2012 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 is approximately 4.9% higher than the New Mexico average salary and approximately 1% below the national average salary and 32% below the national state and local government average. The table below provides an 11-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 11 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 11 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.

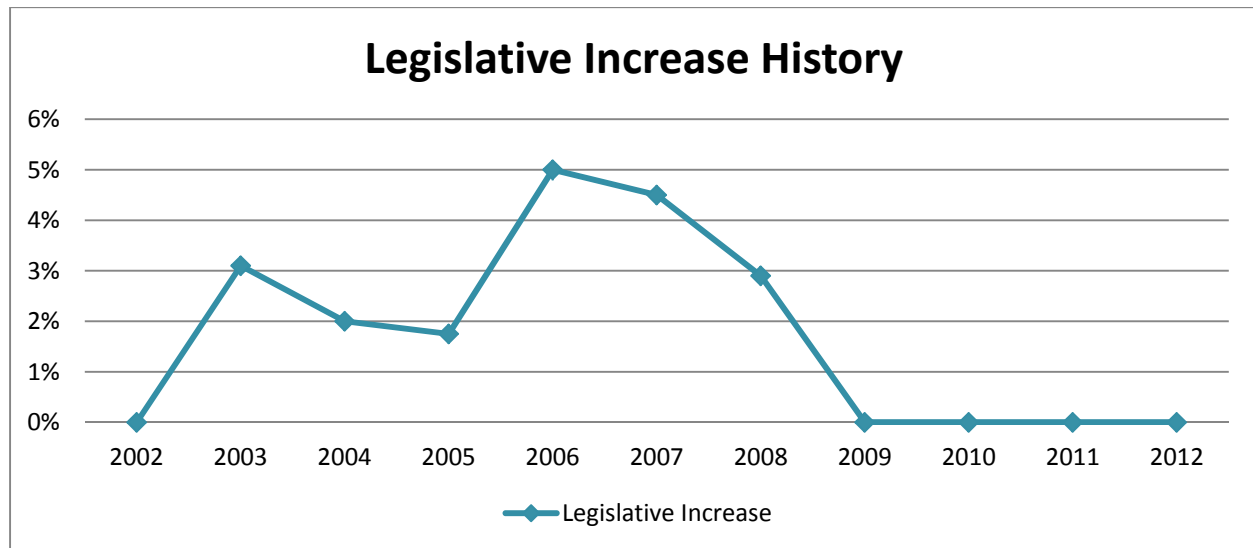


Table 8

Date	Legislative Increase	Other	General Fund Appropriation
7/1/2011	0%		-
7/1/2010	0%		-
7/1/2009	0%		-
7/1/2008	2.9%		-
7/1/2007	4.5%	<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>	\$29,661,100.00
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>	\$23,097,100.00
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>	\$11,408,100.00



Date	Legislative Increase	Other	General Fund Appropriation
7/1/2004	2.0%		\$9,100,600.00
7/1/2003	3.1%		\$5,810,000.00
7/1/2002	0%		\$0.00
7/1/2001	5.0%		\$8,514,600.00

*\*Full cost includes state paid benefits.*

## Base Pay Analysis

### Maintaining External Competitiveness

In 2012, New Mexico was ranked fifth compared to the eight state comparator markets, which is down from fourth place in 2011. This position supports New Mexico's compensation strategy which 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, qualifications and working conditions.

Table 10 on the next page 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**

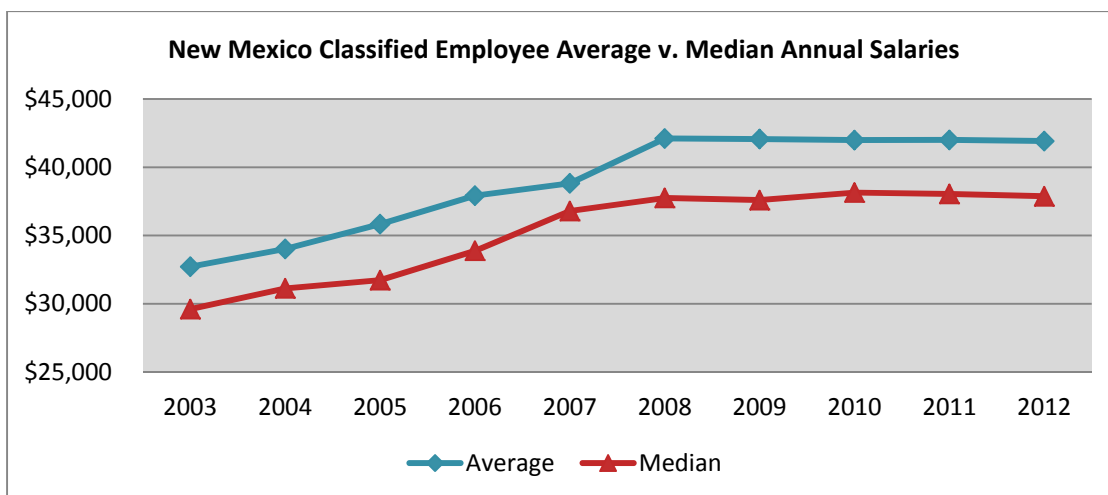
Nevada	<b>\$55,704</b>
Colorado	<b>\$50,955</b>
Wyoming	<b>\$48,352</b>
Utah	<b>\$45,114</b>
<b>New Mexico</b>	<b>\$41,912</b>
Texas	<b>\$40,223</b>
Kansas	<b>\$37,855</b>
Oklahoma	<b>\$35,540</b>
Arizona	<b>\$34,973</b>

Table 10

Year	8 State Average	New Mexico	Percent NM to Market
2001	\$35,116	\$31,858	-10.2%
2002	\$34,809	\$32,558	-6.9%
2003	\$36,249	\$33,426	-8.4%
2004	\$37,418	\$34,018	-10.0%
2005	\$37,157	\$35,834	-3.7%
2006	\$39,274	\$37,918	-3.6%
2007	\$39,787	\$38,820	-2.5%
2008	\$41,712	\$42,099	0.9%
2009	\$43,398	\$42,058	-3.2%
2010	\$43,671	\$41,986	-4.0%
2011	\$43,367	\$41,995	-3.3%
2012	\$43,590	\$41,912	-3.8%

## New Mexico Classified Employee Average & Median Salary Comparison

The chart below shows how average and median classified salaries have advanced from 2003 to 2012. During this time average salaries increased by 28.1% (\$9,194) and median salaries increased by 27.9% (\$8,259). 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 \$41,912.



The chart and table below shows the distribution of classified employees by earnings. A significant shift in the number of classified employee's earnings occurred from 2003 to 2012. In 2012, 52.1% of New Mexico's classified employees earned between \$20,000 and \$40,000 annually.

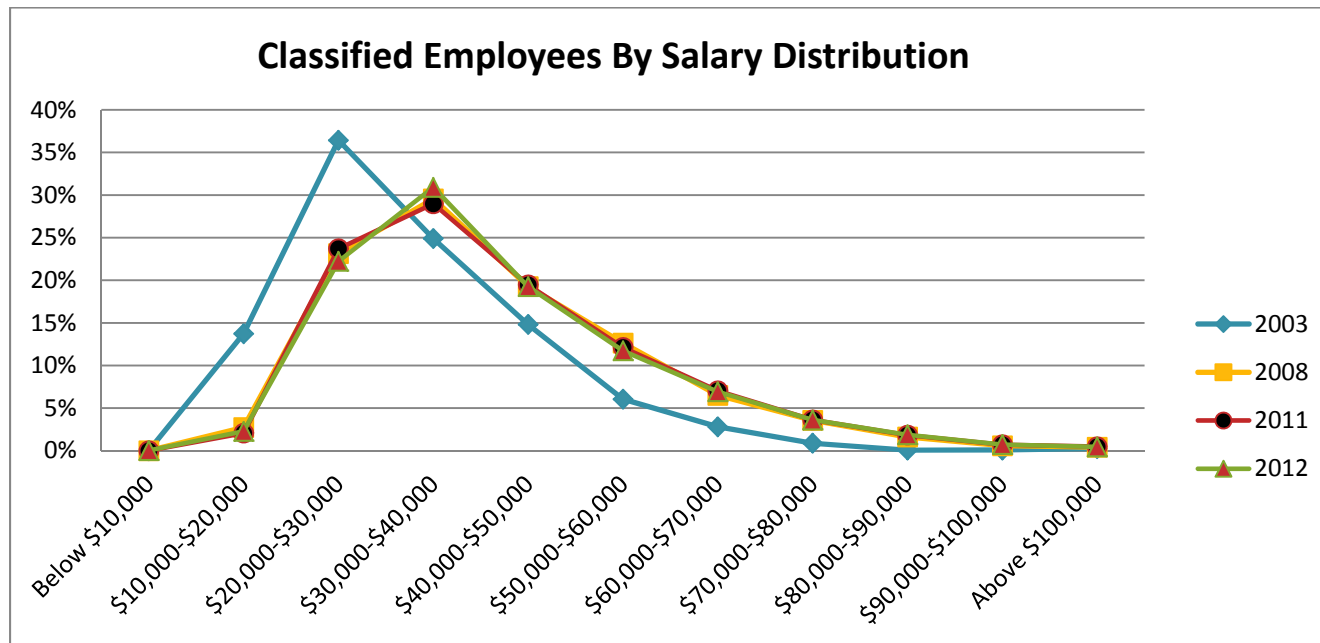


Table 11

Percentage Salary Distribution of Classified Employees				
	2003	2008	2011	2012
Below \$10,000	0.0%	0.0%	0.0%	0.0%
\$10,000-\$20,000	13.73%	2.7%	2.1%	2.3%
\$20,000-\$30,000	36.43%	23.1%	23.7%	22.2%
\$30,000-\$40,000	24.89%	29.6%	29.0%	30.9%
\$40,000-\$50,000	14.81%	19.3%	19.5%	19.3%
\$50,000-\$60,000	6.05%	12.6%	12.1%	11.7%
\$60,000-\$70,000	2.80%	6.5%	7.0%	6.9%
\$70,000-\$80,000	0.88%	3.6%	3.6%	3.6%
\$80,000-\$90,000	0.07%	1.6%	1.8%	1.9%
\$90,000-\$100,000	0.08%	0.59%	0.71%	0.7%
Above \$100,000	0.25%	0.41%	0.47%	0.45%

## 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 source

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; and
- 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 4.25%. However, a larger difference exists in jobs assigned to lower pay bands. The average difference in lower pay bands (25 through 50) is 13.74%, while the average difference in higher pay bands (55 through 98) is only 0.50%. 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 7.38%. Again, this **should not be** interpreted to mean that every employee’s pay is behind

**Table 12**

<b>NM Regression Salary vs. 8 State Comparator Market</b>	
<b>Pay Band</b>	<b>% Behind Market</b>
<b>25</b>	0.56%
<b>30</b>	-9.18%
<b>35</b>	-13.23%
<b>40</b>	-16.92%
<b>45</b>	-20.28%
<b>50</b>	-23.38%
<b>55</b>	-12.49%
<b>60</b>	-9.94%
<b>65</b>	-7.38%
<b>70</b>	-4.80%
<b>75</b>	-2.31%
<b>80</b>	0.07%
<b>85</b>	2.36%
<b>90</b>	4.49%
<b>95</b>	6.47%
<b>96</b>	8.27%
<b>97</b>	9.90%
<b>98</b>	11.36%
<b>Average</b>	<b>-4.25%</b>

market by the amount stated for each pay band, **but rather** how far pay on average is behind for various size jobs.

This data differs significantly from 2011 due to the use of a new enhanced salary survey for 2012. Historically, the State Personnel Office has used the annual salary survey conducted by the Compensation Association. In 2011 the Central States Compensation Association merged with the Southeastern States Salary Conference to become the National Compensation Association of State Governments. As part of this merger, staff from the State Personnel Office took the lead in developing a new benchmark salary survey. This initiative included identifying key benchmark classifications that truly represents each state's workforce. Better benchmark classification descriptions facilitate better job matches by all participating states. As a result the final survey contains almost two times the number of employees covered at both the state and survey-wide levels. In 2012 the survey data covered approximately 15% of the New Mexico job classifications and over 46% of the classified workforce. While this data does not fit the historical pattern when compared to the previous Central States Compensation Association Survey, we look forward to analyzing next year's salary survey so that we may begin to establish a valid trend (typically three years) and thoroughly analyze New Mexico's standing in relation to our eight comparator market.

**Table 13**

Table 13 provides information based on regression analysis between New Mexico classified pay and in-state public and private pay for smaller sized jobs. The data indicates a similar trend between in-state and regional market data; showing New Mexico lagging the market by up to 25%. It is important to know how classified employees are paid relative to the local market since agencies typically attract employees from local public and private organizations and lose employees to these same organizations. Due to the variance in salaries for larger jobs, the correlation between salary and job size diminishes resulting in a significantly weaker linear association/relationship; hence the absence of an in-state comparison for larger sized jobs.

NM Regression Salary vs. NM Statewide Average	
Pay Band	% Difference
25	6.63%
30	-6.92%
35	-12.30%
40	-17.06%
45	-21.30%
50	-25.13%
<b>Average</b>	<b>-12.68%</b>

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 (clerical, blue-collar, service-oriented, technical and administrative support positions.) This represents approximately 39% of the classified service.

## Average Salary Data by Pay Band

Table 13 shows the average salary and average compa-ratio by pay band as well as the number of employees in each pay band. 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.

When the data in this table is paired with the data in table 13 the difference in pay between New Mexico and the market becomes more alarming. For example, at pay band 45 the average compa-ratio is 101%, and the average pay at this pay band is positioned at 20.28% behind market the true average pay for positions in pay band 45 is actually 20% 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 14

	Average Salary	Average Compa-Ratio	# of Employees
25	\$ 19,585	95%	277
30	\$ 22,211	102%	475
35	\$ 22,602	96%	459
40	\$ 26,134	101%	1,065
45	\$ 29,203	101%	1,109
50	\$ 30,833	98%	1,316
55	\$ 33,445	94%	2,695
60	\$ 37,531	97%	2,487
65	\$ 44,434	104%	2,225
70	\$ 48,157	101%	1,694
75	\$ 57,000	107%	1,454
80	\$ 65,969	108%	609
85	\$ 70,321	102%	812
90	\$ 79,669	102%	321
95	\$ 88,849	98%	153
96	\$ 103,410	98%	63
97	\$ 140,862	111%	16
98	\$ 164,893	116%	11

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## Average Salary Data by Agency

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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 Crime Victims Reparation Commission at 88% compa-ratio to the Architect Examiners Board at 125% compa-ratio. The average compa-ratio for all employees is approximately 100%.

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## Benchmark Classification Studies that Solved Staffing and Pay Issues

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Three of our survey benchmark classifications that saw major reworking in FY12 were the Behavioral Health Therapist, State Auditor II and Tax Auditor II as shown in the tables below.

The subject of a major classification study, agencies were quick to move their FTE into the new Behavioral Health Therapist occupation, however; the new minimum qualifications of a Master's Degree and licensure greatly limited the number of qualified incumbents who could move into this new title. Prior to the study, three different Psychologist occupations allowed both licensed/degreed as well as non-licensed/non-degreed incumbents to occupy those classifications. The implementation of the Behavioral Health Therapist classification offered a proper "home" for licensed professionals and put an end to the use of the Psychologist title by employees who didn't meet those qualifications. Although the number of qualified incumbents reclassifying into the new title were limited, it created numerous job opportunities for qualified therapist and counselor job seekers looking for state agencies needing those skills.

The State Auditor II and Tax Auditor II classification studies addressed several issues, including compaction and career progression. Both studies actually addressed the matter by first creating two distinct series of Auditors: State Auditor I, State Auditor II, and State Auditor Audit Coordinator, and A/O II Audit Manager, exclusively for the Office of the State Auditor; and the Tax Auditor I, II, III, IV and the Tax Audit Supervisor which are only used by the Taxation and Revenue Department. Prior to the classification study, both families of auditor were lumped into three roles that didn't allow for upward career progression and which were greatly behind market. By creating the series, both agencies were able to "stretch out" their incumbents across more titles and pay ranges. It also allowed SPO to address the compensation issue by attaching market pricing relief through Alternative Pay Bands. This gave the two agencies immediate relief in recruiting for some of their most crucial vacancies.

Table 15

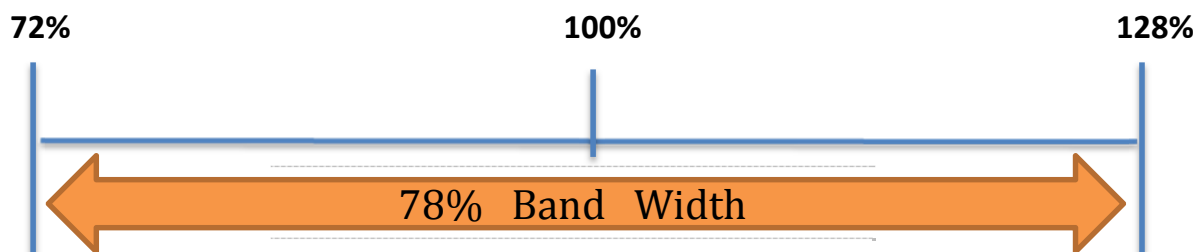
Title	Pay Band	Alt. Pay Band	Min. Hourly	Mid. Hourly	Max. Hourly	Min. Annual	Mid. Annual	Max. Annual
State Auditor I	60	65	\$14.68	\$20.40	\$26.11	\$30,534	\$42,432	\$54,309
State Auditor II	65	70	\$16.37	\$22.74	\$29.10	\$34,050	\$47,299	\$60,528
A/O II State Audit Manager	85	90	\$26.89	\$37.35	\$47.80	\$55,931	\$77,688	\$99,424
State Auditor Audit Coord.	75	85	\$23.54	\$32.70	\$41.85	\$48,963	\$68,016	\$87,048
Tax Auditor I	55	60	\$13.30	\$18.47	\$23.64	\$27,664	\$38,418	\$49,171
Tax Auditor II	60	65	\$14.68	\$20.40	\$26.11	\$30,534	\$42,432	\$54,309
Tax Auditor III	65	70	\$16.37	\$22.74	\$29.10	\$34,050	\$47,299	\$60,528
Tax Auditor IV	70	75	\$18.35	\$25.50	\$32.63	\$38,168	\$53,040	\$67,870
Tax Auditor Supervisor	75	80	\$20.70	\$28.76	\$36.80	\$43,056	\$59,821	\$76,544

A complete listing of all 151 benchmark classifications and related data can be found in Appendix B

## 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, 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 16**

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

The statistical technique called Linear Regression, also known as a “line of best fit”, is used to help understand the correlation between two variables in a data set; it defines their relationship. In the case of salary administration, linear regression is used to define the relationship between annual salary and job size based on job related compensable factors. 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. 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 leaves New Mexico 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 including: recruitment, selection, retention, appropriate placement, performance management, and salary increases. 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 94% compa-ratio).

Table 16 compares the classified service midpoints established by policy to the eight state comparator market rates (Market).

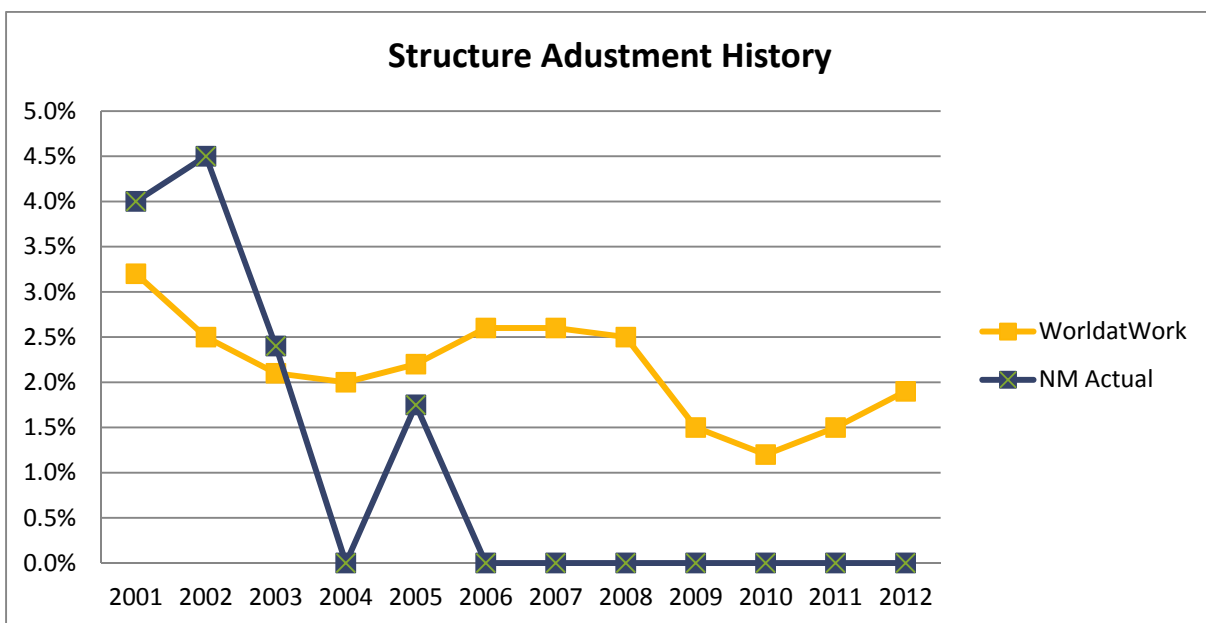
The chart on the next page illustrates the level of structure movement related to key indicators over the past 10 years and also identifies cumulative changes. Over the past 11 years WorldatWork indicates its participating organizations adjusted their structures by over 23.3%. However, New Mexico has only adjusted its salary structure by 12.6% upward the same time period – with most of the adjustment occurring between 2001 and 2005.

A lack of structure adjustment has left the State with a non-competitive salary structure that is up to 23.4% 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

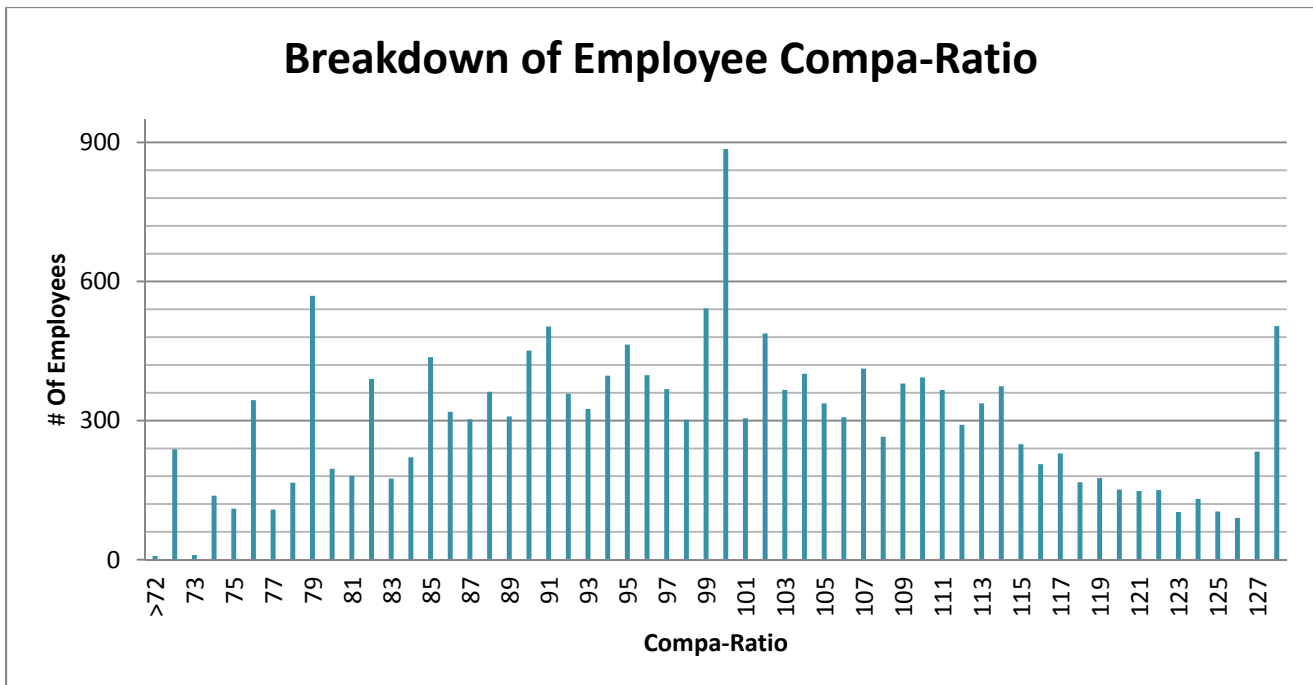
Table 17

Regression Comparison (Policy vs. Market)		
Pay Band	NM Policy	Market
25	\$20,197	\$19,982
30	\$21,715	\$25,630
35	\$23,566	\$29,049
40	\$25,730	\$33,062
45	\$28,309	\$37,818
50	\$31,429	\$43,615
55	\$35,131	\$46,206
60	\$38,418	\$50,056
65	\$42,432	\$54,606
70	\$47,299	\$60,136
75	\$53,040	\$66,647
80	\$59,821	\$74,347
85	\$68,016	\$83,657
90	\$77,688	\$94,647
95	\$89,274	\$107,807
96	\$103,085	\$123,487
97	\$119,538	\$142,178
98	\$139,131	\$164,438

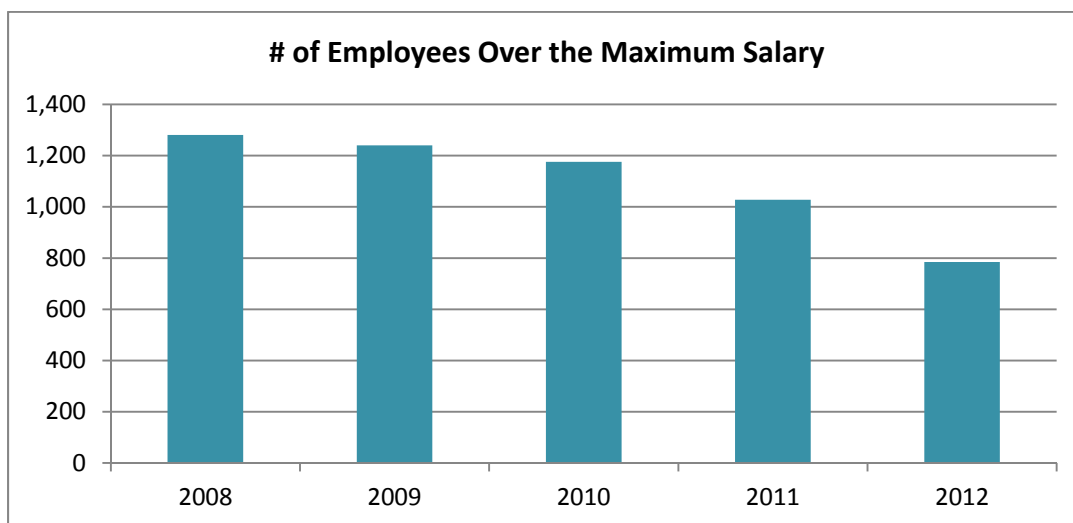
relatively short time period. Once the salary structure catches up to market and/or external market pressures cease to exist alternative pay bands should be removed. In the absence of structure adjustment alternative pay bands are being overused with over 31% of classified service job classifications being assigned to alternative pay bands and this is not a short term resolution. The lack of structure adjustment has forced agencies to hire employees into the classified service at an average 94% compa-ratio; meaning that the midpoint (100% compa-ratio) is almost the new entry rate. 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).

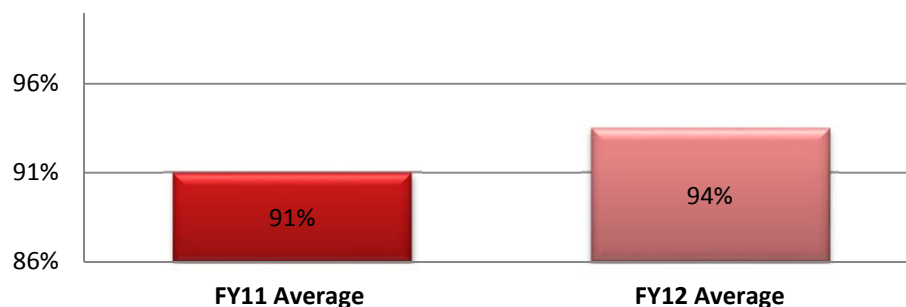


Approximately 4.5% of classified employee's pay rates are over the maximum of the pay band due to base-building salary increases prior to 2010. Although the previous Administration allowed employees' salaries to go over the maximum of the pay band, the Martinez Administration has taken action to ensure new employees are being hired or compensated within the pay band boundaries. The table below illustrate the number of classified employees whose salary above the maximum pay rates of their respective pay bands. There are currently eight employees whose salary is under the minimum pay rate of their respective pay bands.



In FY11, new hire pay rates, on average, were at a 91% compa-ratio. In FY12 they have increased to a 94% compa-ratio in FY12. New hires with minimal experience should be hired closer to entry level rather than the midpoint of the range. This data further supports the fact that the minimum pay bands significantly lag the market and that the midpoint is becoming the entry level for classified positions. Note: New Hire Compa-Ratio was not an established performance measure under the General Appropriations Act until FY11

## New Hire Compa-Ratio



## 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 compete with one other in order to attract and retain qualified employees and thus 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 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 314 out of 1,020 (31%) of job classifications using them. The percentage of classifications with an APB assignment dropped from 33% in FY11 to 31% in FY12, while the number of classifications with an APB assignment increased in FY12 due to large number of classification studies conducted during the year. 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:

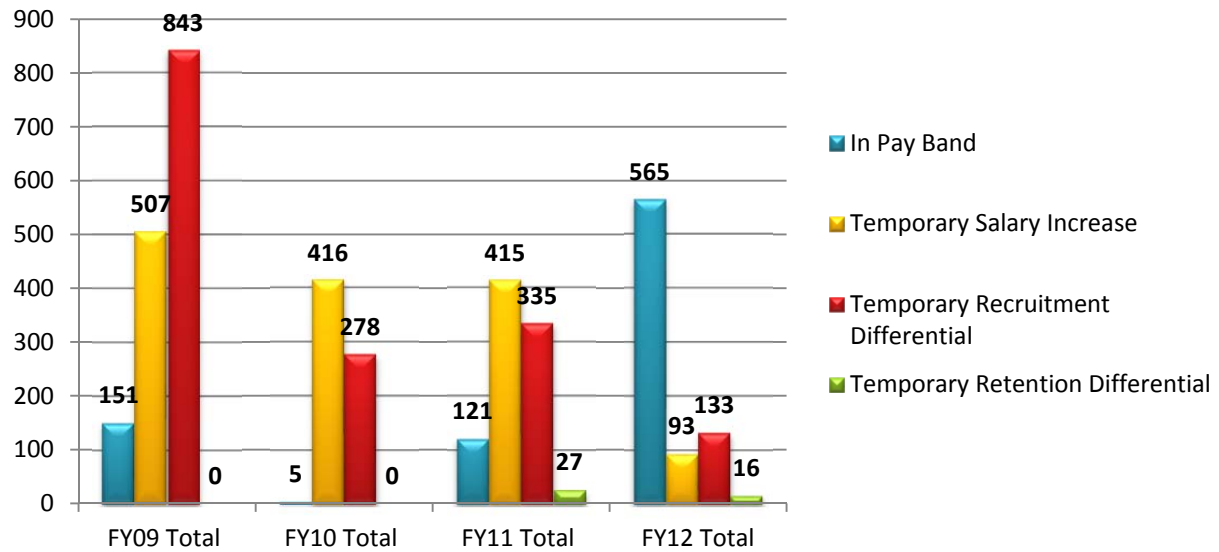
- **Temporary Recruitment Differentials (TREC's)** are authorized for those positions documented as being critical to the business needs of an agency and addressing problems for those agencies who have demonstrated recruitment difficulty.
- **Temporary Retention Differentials (TRET's)** are authorized 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 from FY11 through FY12. The continued decrease in the use of temporary MCOPs (TSI, TREC, and TRET) reflects SPO's oversight including its evaluation of the improper use of temporary MCOPs and its continued efforts to ensure agencies are in compliance with SPB Rules. The temporary pay mechanisms are reviewed and authorized for various periods of time depending on each individual circumstance and in accordance with SPB rules.

There has been an increase in the use of IPB's based on agencies addressing pay related issues through increases to base salary, rather than misusing a temporary pay mechanism that goes away, as well as the implementation of 135 supervisor classifications. Employees who were receiving a Supervisory Pay Allowance for performing first-line supervisory duties were reclassified into an occupationally based supervisor classification and their supervisory pay allowance was converted to base pay.

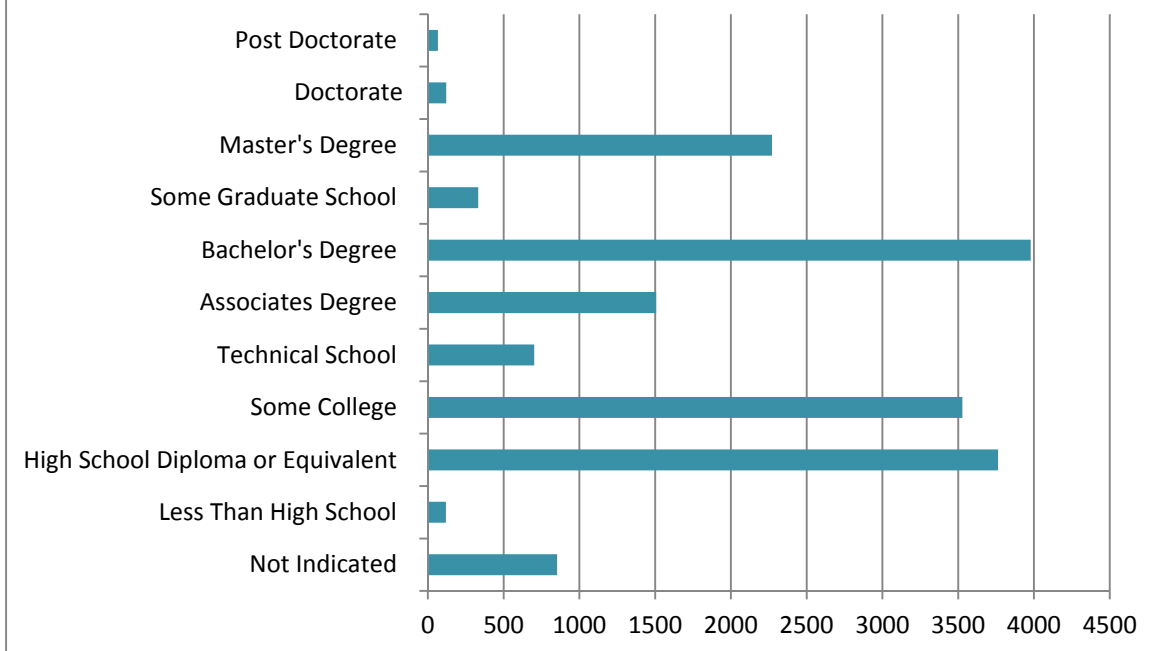
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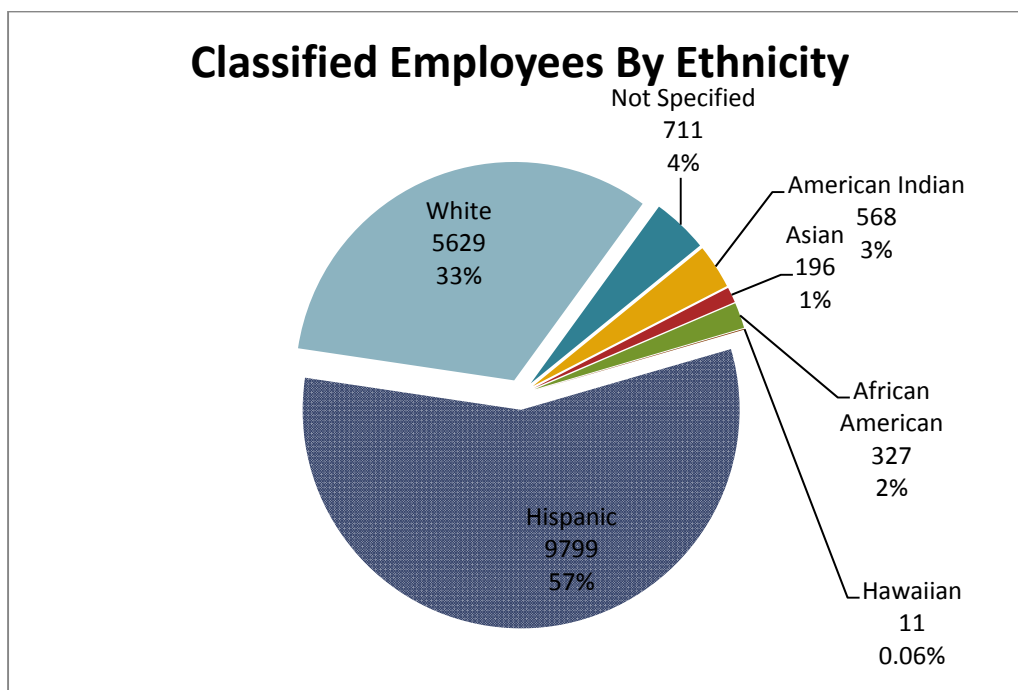
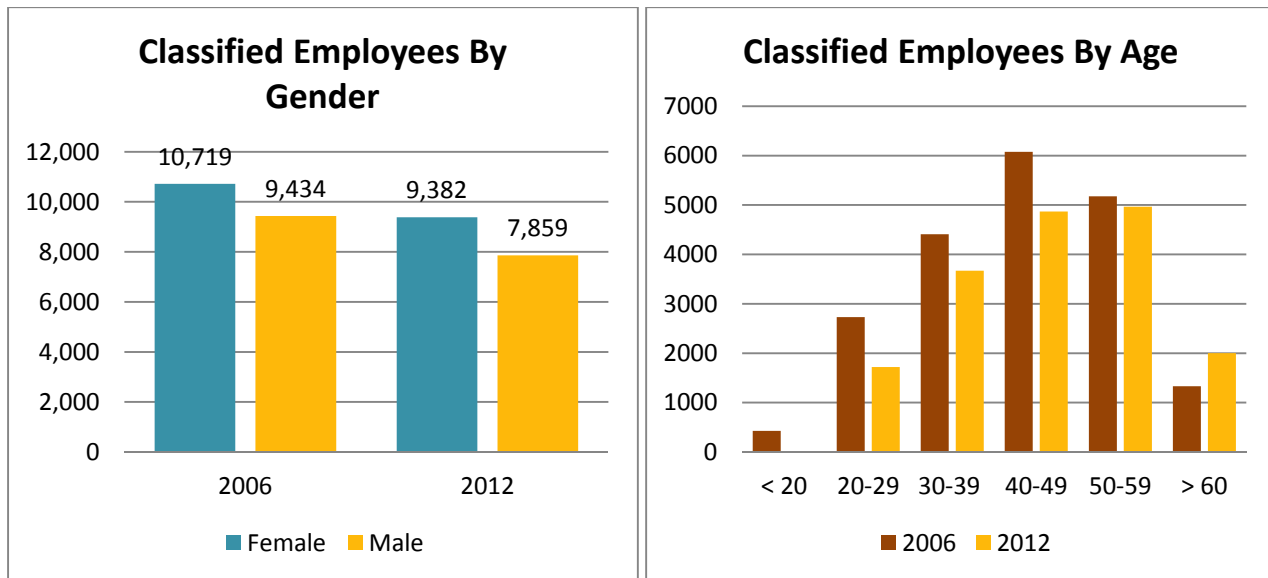
**Multiple Components of Pay By Fiscal Year**



## Classified Service Demographics

**Classified Employees by Educational Level**

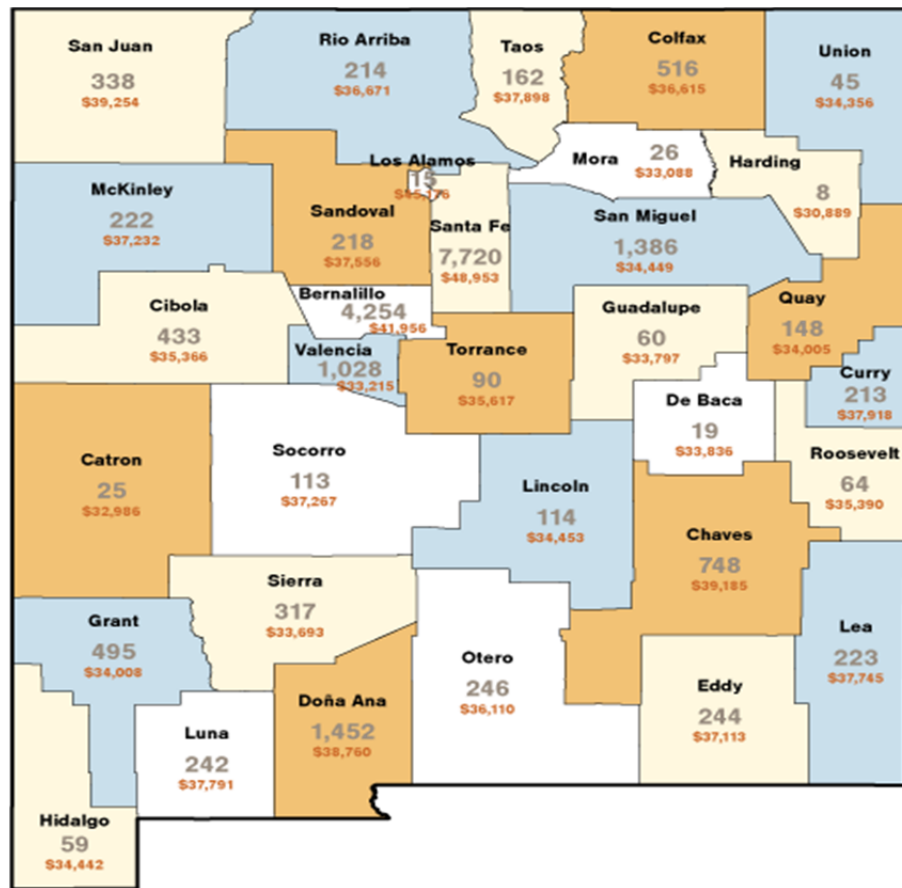




## Classified Positions & Average Salary By County

The map on the next page illustrates the number of classified positions and average classified employee salary in each county.





*\*Excludes temporary positions*

## County-by-County Population vs. Classified Demographics

In comparing county averages of age and salary with classified employee within each county, acknowledging that the two metrics are distinct, a few comparisons stand out. In Lea and Eddy counties, traditional oil and gas producing areas, comparative average classified employee salaries are significantly less than average county salaries. Salaries within the “oil patch” are traditionally higher than surrounding counties. San Juan County also stands out as a significant petroleum producer with higher than average salaries for field crews. Higher than average salaries are also attributable to PNM’s San Juan Generating Station in the county. Starting salaries for power station employees are typically in the \$60,000 range. Similarly, classified service salaries cannot compete against the technology centers located in Sandoval and Los Alamos counties, being home to Intel and the National Laboratories, respectively.

Within the remaining counties, the aggregate average Classified Service salary remains marginally competitive at \$4,927.65 above that of the aggregate average of the 28 counties, and \$2,331.89 above that of all 33 counties.

Table 18

County Demographics				State Classified Demographics			State Classified Comparison	
County	Population	Avg. Age	Avg. Sal.	FTE	Avg. Age	Avg. Sal.	% FTE County	Sal. Diff.
Bernalillo	662,564	35.8	\$42,900	4,254	45.3	\$41,956	0.64%	-\$944
Catron	3,725	55.8	\$24,544	25	49.3	\$32,989	0.67%	\$8,445
Chaves	65,645	34.7	\$31,720	748	47.2	\$39,186	1.14%	\$7,466
Cibola	27,213	36.6	\$33,748	433	42.8	\$35,367	1.59%	\$1,619
Colfax	13,750	46.7	\$29,068	516	46.1	\$36,616	3.75%	\$7,548
Curry	48,376	31.5	\$32,136	213	45.7	\$37,918	0.44%	\$5,782
De Baca	2,022	47.8	\$27,092	19	49.8	\$33,836	0.94%	\$6,744
Doña Ana	209,233	32.4	\$34,736	1,452	43.9	\$38,760	0.69%	\$4,024
Eddy	53,829	37.3	\$47,788	244	46.4	\$37,114	0.45%	-\$10,674
Grant	29,514	45.9	\$38,532	495	45.7	\$34,008	1.68%	-\$4,524
Guadalupe	4,687	40.1	\$25,064	60	44.4	\$33,798	1.28%	\$8,734
Harding	695	55.9	\$27,924	8	51.8	\$30,889	1.15%	\$2,965
Hidalgo	4,894	40.9	\$35,256	59	46.0	\$34,443	1.21%	-\$813
Lea	64,727	31.9	\$48,828	223	46.7	\$37,745	0.34%	-\$11,083
Lincoln	20,497	49.4	\$27,976	114	47.9	\$34,453	0.56%	\$6,477
Los Alamos	17,950	44.3	\$70,252	15	46.0	\$45,176	0.08%	-\$25,076
Luna	25,095	39.5	\$32,552	242	42.0	\$37,791	0.96%	\$5,239
McKinley	71,492	30.7	\$31,408	222	46.4	\$37,233	0.31%	\$5,825
Mora	4,881	46.0	\$29,068	26	44.4	\$33,089	0.53%	\$4,021
Otero	63,797	36.5	\$32,604	246	47.9	\$36,110	0.39%	\$3,506
Quay	9,041	45.6	\$27,612	148	45.4	\$34,006	1.64%	\$6,394
Rio Arriba	40,246	39.0	\$30,888	214	44.1	\$36,671	0.53%	\$5,783
Roosevelt	19,846	29.7	\$30,680	64	46.4	\$35,390	0.32%	\$4,710
Sandoval	131,561	37.9	\$46,748	218	43.4	\$37,556	0.17%	-\$9,192
San Juan	130,044	33.0	\$44,252	338	45.6	\$39,254	0.26%	-\$4,998
San Miguel	29,393	40.7	\$29,380	1,386	44.0	\$34,450	4.72%	\$5,070
Santa Fe	144,170	43.0	\$39,416	7,720	46.6	\$48,953	5.35%	\$9,537
Sierra	11,988	54.5	\$27,560	317	47.8	\$33,693	2.64%	\$6,133
Socorro	17,866	36.9	\$33,488	113	45.7	\$37,268	0.63%	\$3,780
Taos	32,937	45.2	\$28,808	162	45.9	\$37,899	0.49%	\$9,091
Torrance	16,383	41.6	\$29,588	90	48.0	\$35,617	0.55%	\$6,029
Union	4,549	40.9	\$29,588	45	48.0	\$34,357	0.99%	\$4,769
Valencia	76,569	37.7	\$28,652	1,028	41.4	\$33,216	1.34%	\$4,564

## 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) that same year. At present, the State Personnel Office is working to restructure the classification system to better identify and align job families into common occupational categories. The results will place jobs into similar pay categories with unused or under-utilized classifications deleted; as a result, any misclassified jobs will be addressed. Ultimately, this exercise will allow for thorough analysis of the current pay structure leading to its eventual streamlining and competitive market restructuring. All state workers are classified into one of 853 detailed occupational roles according to the agency's documented utilization of that job.

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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 to three levels or roles: Basic, Operational, and Advanced. Recent classification studies have yielded a variable number of roles or levels. 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. As mentioned above, the restructuring project will identify these classifications and they will be eliminated.

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### Supervisors

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Prior to April 2012, the State Personnel Office did not classify the function or title of Supervisor. Instead, employees assigned supervisory duties were compensated through additional a Supervisory Pay Allowance that was added on to the employee's salary. At the time, the State Personnel Board rules allowed for an allowance of up to 20%, however, the methods used to determine how large the allowance would be varied from agency to agency. In some agencies there was a flat percentage and others made the determination by the number of employees supervised. The intent was that if management determined that the employee receiving the differential was not performing his/her leadership role adequately, the pay was to be taken away and another suitable employee was assigned the duties and provided the additional pay differential; thus, eliminating the need to go through a costly and time consuming reclassification of the position and employee.

Moving in a new direction, the State Personnel Office has recently implemented 135 supervisory classifications and all agencies where those supervisory positions have been identified are transitioning those positions into the new titles. The compensation mechanism known as Supervisory Pay Allowance, which is not a permanent part of the employee's base salary, will be rolled into the employee's base pay. This will allow for a more solid

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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 base salary will be.

## Managers

There are eight core 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. Formerly, manager classifications were developed in the same format as the non-manager classifications except that they were developed from a lengthy three year study that analyzed all manager positions across levels and agencies. It was eventually determined that there were eight distinct sized 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:

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 managers with generic titles. 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.

Beginning in April of 2012, the State Personnel Office introduced and implemented classification specific manager job descriptions which detail the purpose and areas of responsibility with occupational specific titles and job specific education and experience requirements. The project, with participation by state agency management is on-going with the final target of classifying approximately 2,000 manager positions. Those managers' titles can be found in the table below.

Table 20

Classification Studies Completed FY12	
Homeland Security Specialist	Probation Officer & Correctional Treatment Spec Supervisor
Emergency Management Specialist	Social and Human Service Assistant Supervisor
MTD Transportation Inspector	Community & Social Service Spec Supervisor
Behavioral Health Therapist	Lawyer Supervisor
Clinical Psychologist I	Arbitrator, Mediator, and Conciliator Supervisor
Clinical Psychologist II	Paralegal and Legal Assistant Supervisor
Correctional Officer Lieutenant	Graphic Designer Supervisor
Correctional Officer Captain	Registered Nurse Supervisor
Correctional Officer Major	Occupational Therapist Supervisor
Certified Nurse Midwife	Physical Therapist Supervisor
Clinical Nurse Specialist	Recreational Therapist Supervisor
Public Defender 2	Medical & Clinical Lab Technologist Supervisor
Public Defender 3	Radiologic Tech/Technician Supervisor
Public Defender 4	Psychiatric Technician Supervisor
General Manager I - Public Defender	Occupational Health & Safety Spec. Supervisor
Economic Development Represent	Home Health Aide Supervisor
Economic Development Rep Coordinator	Nursing Aide, Orderly, & Attendant Supervisor
A/O II Mgr - Economic Development	Detective/Criminal Investigator Supervisor
Correctional (STIU) Coordinator	Security Guard Supervisor
Correctional (STIU) Manager Probation/Parole	Cook, Institution and Cafeteria Supervisor
Correctional Classification Manager	Janitor & Cleaner, Except Maid/Housekeeper Supervisor
Correctional Programs Manager	Landscaping-Grounds Keeping Worker Supervisor
Correctional Classification Bureau Chief	Switchboard Operator, Including Answering Services Supervisor
Correctional Region Manager	Court, Municipal, and License Clerk Supervisor
Correctional Unit Manager	Information and Record Clerk Supervisor
Correctional (STIU) Administrator	Dispatcher Supervisor
Correctional Deputy Warden (Max. Security)	Stock Clerk and Order Filler Supervisor
Correctional Warden (Minimum Security)	Executive Secretary & Admin Assist Supervisor
Correctional Deputy Director Probation / Parole	Legal Secretary Supervisor
Correctional Warden (Maximum Security)	Secretary, Except Legal, Medical, Exec Supervisor
Correctional Deputy Director of Adult Prisons	Office Clerk, General Supervisor
Student Aide	Office & Admin Support Worker Supervisor
State Government Intern	Electrician Supervisor
Purchasing Agent, Except Wholes/Retail Supervisor	Construction and Building Inspector <b>Supervisor</b>

Classification Studies Completed FY12	
Claims Adjuster, Examiner& Inv. Supervisor	Highway Maintenance Worker Supervisor
Compliance Officers, Except Agriculture/Conservation Supervisor.	Automotive Service Tech. & Mech. Supervisor
Employment, Recruit, & Placement Supervisor	Bus & Truck Mechanic & Diesel Engine Spec-Supervisor
Training and Development Specialist Supervisor	Maintenance & Repair Worker, Gen- Supervisor
HR, Training, & Labor Rel. Spec. Supervisor	Metal Worker & Plastic Worker Supervisor
Management Analyst Supervisor	Laundry and Dry- Cleaning Supervisor
Business Operations Specialist Supervisor	Woodworker Supervisor
Financial Analyst Supervisor	Plant and System Operator Supervisor
Tax Examiner, Collector & Rev Agent Supervisor	Inspector, Tester, Sorter, Sampler Supervisor
Financial Specialist Supervisor	Traffic Technician Supervisor
Surveyor Supervisor	MTD Transportation Inspector Supervisor
Civil Engineers Supervisor	Tax Auditor I
Healthcare Surveyor Supervisor	Tax Auditor II
Engineer Specialist, AO (NL) Supervisor	Tax Auditor III
Civil Engineering Technician (NL) Supervisor	Tax Auditor IV
Engineering Technician Supervisor (NL)	Tax Auditor Supervisor
Microbiologist Supervisor	State Auditor I
Chemist Supervisor	State Auditor II
Environ Scientists & Spec Supervisor	A/O II - State Audit Manager
Geoscientist, Except Hydro. / Geographic Supervisor	Game & Fish Warden Supervisor
Hydrologist Supervisor	Accountant and Auditor Supervisor
Economist Supervisor	Certified Public Accountant
Forensic Science Technician Supervisor	General Manager I – Physician
Substance Abuse & Behavioral Disabilities Counselor Supervisor	Line Manager II – Nursing
Rehabilitation Counselor Supervisor	Staff Manager – Nursing
Mental Health & Substance Abuse Social Wk Supervisor.	Admin/Ops Manager II – Nursing
HSD Quality Assurance Specialist Supervisor	Line Manager II – Dietitian/Nutrition
Probation Parole Officer Supervisor	Staff Manager – Economics
Health Educator Supervisor	Admin/Ops Manager I – Economics
Admin/Ops Manager II – Fish and Wildlife	Admin/Ops Manager II – Economics
General Manager I – Fish and Wildlife	General Manager I - Economics
	Line Manager II – Fish and Wildlife

## FY13 Work Plan

During the first part of FY13 the Classification and Compensation team at the State Personnel Office has completed the following classification studies.

Table 21

Classification Studies Completed FY13	
Physical Therapist Aides Supervisor	Behavioral Health Therapist Supervisor
Chefs and Head Cook Supervisor	Curator Supervisor
Bookkeeping, Accounting, Auditing Supervisor	Securities, Commodities, Fin Svcs Supervisor
Customer Service Representative Supervisor	Pharmacist Supervisor
Licensed Practical & Lic Voc Nrs Supervisor	Physician Assistant Supervisor
Medical Records and Health Info Supervisor	Engineering Coordinator Supervisor (PE)
Computer Operator Supervisor	Financial Coordinator Supervisor
Insurance Claim/Policy Process Clrk Supervisor	Education Administrators Supervisor
Plumber, Pipefitter, and Steamfitter Supervisor	Petroleum Specialist Supervisor
Construction & Related Worker, AO Supervisor	Epidemiologist Supervisor
Heating, Air Conditioning, & Refrig Supervisor	Medical Scientists, Except Epidemiologist Supervisor
Administrative Services Coordinator Supervisor	Police and Sheriff Patrol Officer Supervisor
Surveying and Mapping Technicians Supervisor	Admin Law Judge, Adjudicator Supervisor
Title Examiners, Abstractors, Srch Supervisor	Dentists, General Supervisor
Legal Support Workers, All Other Supervisor	Family and General Practitioner Supervisor
Education, Training, and Library Wrkr Supervisor	Psychiatrist Supervisor
Eligibility Interviewers, Govt Prgm Supervisor	SPO HR Division Director
Farmworker, Farm & Ranch Animal Supervisor	PED Statistician Chief
Steam Plant/Boiler Operator Supervisor	PED Statistician Supervisor
Natural Sciences Coordinator Supervisor	State Auditor Audit Coordinator
Mental Health Counselor Supervisor	Statewide Central Intake Worker
Museum Technician & Conservator Supervisor	Statewide Central Intake Senior Worker
Public Relations Specialist Supervisor	Statewide Central Intake Supervisor
Healthcare Practitioner & Tech Wkr Supervisor	CPS Investigation Case Worker
Fire Inspectors and Investigator Supervisor	CPS Investigation Senior Case Worker
Private Detective and Investigator Supervisor	CPS Investigation Supervisor
Livestock Inspector Supervisor	CPS Permanency Planning Worker
Transportation Inspector Supervisor	CPS Permanency Senior Worker
Public Relations Coordinator Supervisor	CPS Permanency Planning Supervisor
Budget Analysts Supervisor	In Home Services Practitioner
Zoologist and Wildlife Biologist Supervisor	In Home Services Practitioner Supervisor

### Classification Studies Completed FY13

Forester Supervisor	CPS Placement Worker
Urban and Regional Planner Supervisor	CPS Placement Senior Worker
Med & Pub Health Social Worker Supervisor	CPS Placement Specialist
Social Worker, All Other Supervisor	CPS Placement Supervisor
Criminal Justice and Law Enf. Supervisor	CPS Adoption Consultant
Librarians Supervisor	CPS Family Centered Mediator
Instructional Coordinator Supervisor	CPS Youth Transition Coordinator
Editor Supervisor	CPS Title IV-E Specialist
Dietitians and Nutritionists Supervisor	Tax Information and Policy Specialist
Social & Community Service Coordinator Supv.	Line Manager I - Maintenance
Mining & Geological Specialist Supervisor (NL)	A/O Manager I - Construction Area
Chief Financial Officer I	A/O Manager II - Construction Project
Chief Financial Officer II	A/O Manager II - Transportation Planning
Chief Financial Officer III	Gen Manager I - Assist. Dist. Eng. Maintenance
	Gen Manager I - Assist. Dist. Eng. Support

Although many classification studies have been completed, many more still require attention through the remainder of FY13. As mentioned above, SPO's current classification structure project will determine how the following classifications will be addressed:

Table 22

Proposed Classifications	# Pos.	Proposed Classifications	# Pos.
Automotive Mechanics	48	Park Rangers	61
Central Payroll Bureau staff	6	Physicians	33
Forensic Science	42	Professional Engineers	574
Museum Conservator	30	Registered Health Info Records Clerk (Med Recds)	50
MVD Clerks (Court & Municipal Clerks)	287	Rehabilitation Counselors	81
Natural Science Coordinators	61	DFA Contract Administrator	5
Paralegals, Law Clerks, Legal Support Workers	81	Conservationist	1
Construction Inspectors	77	Social Workers (Social Community Service Coord.)	320
Monument Ranger/Manager	15	DCA Security Guards	43
Interpreter & Translator	1	Tax Audit Manager	1
DFA Governor Exempt Pay Plan Administrator	1	IT Procurement Specialist	5
All classifications in Pay Band 25	452	Remaining Generic Manager Classifications	1,800



## 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, including putting the employee at risk of having to deliver on 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 23**

Average Pay			Number of Employees		Estimated Misclassification		Average Midpoint Progression		Misclassification Cost
\$	41,912	X	17,241	x	15%	x	11.76%	=	\$ 12,746,749

Classification creep occurs as a result of not properly maintaining classifications and keeping up with the comparator market. 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, which may contribute 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 be implemented as soon as realistically possible.

# Pay for Performance

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## Performance-Based Variable Pay Strategy

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A 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. A variable pay-for-performance program can be an integral part of the compensation reward system dependent upon available funding.

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## Performance Based Pay

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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 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.

Table 21 below 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)).

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Table 24

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.

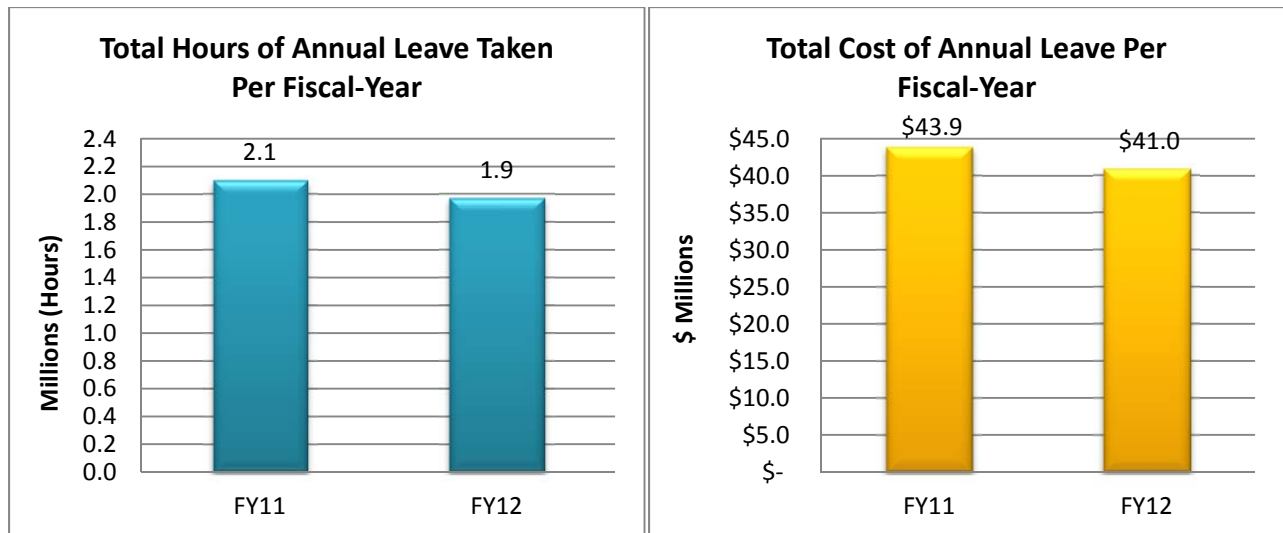
It is important that a performance based reward program be clear, understandable, use realistic and achievable performance measures and is continually communicated to employees. Performance standards must be established prior to implementing the program. Objectives must be current and contribute to organizational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

## Leave and Overtime

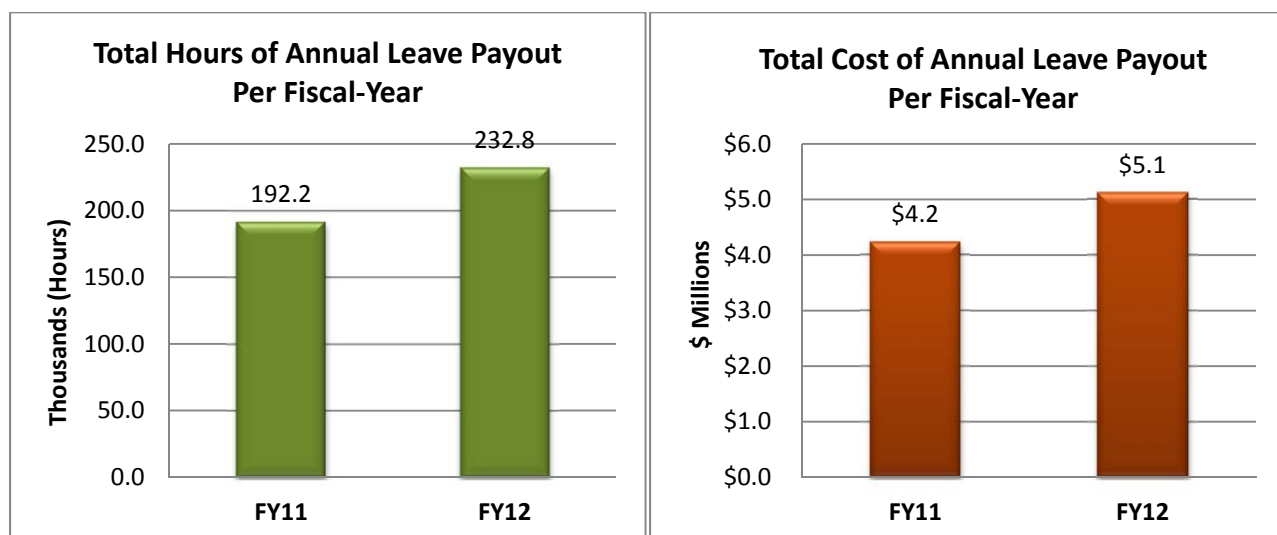
One of the State's many employee benefits is paid time off. Employees may use accrued leave and be paid for the hours they are absent from work due to vacation or being sick. Sick leave may also be used to care for sick family members.

### 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 FY12 employees used approximately 1.9 million hours, resulting in a decrease of almost \$4 million dollars. The actual annual leave usage and cost for FY11 and FY12 is shown in the charts on the following page.

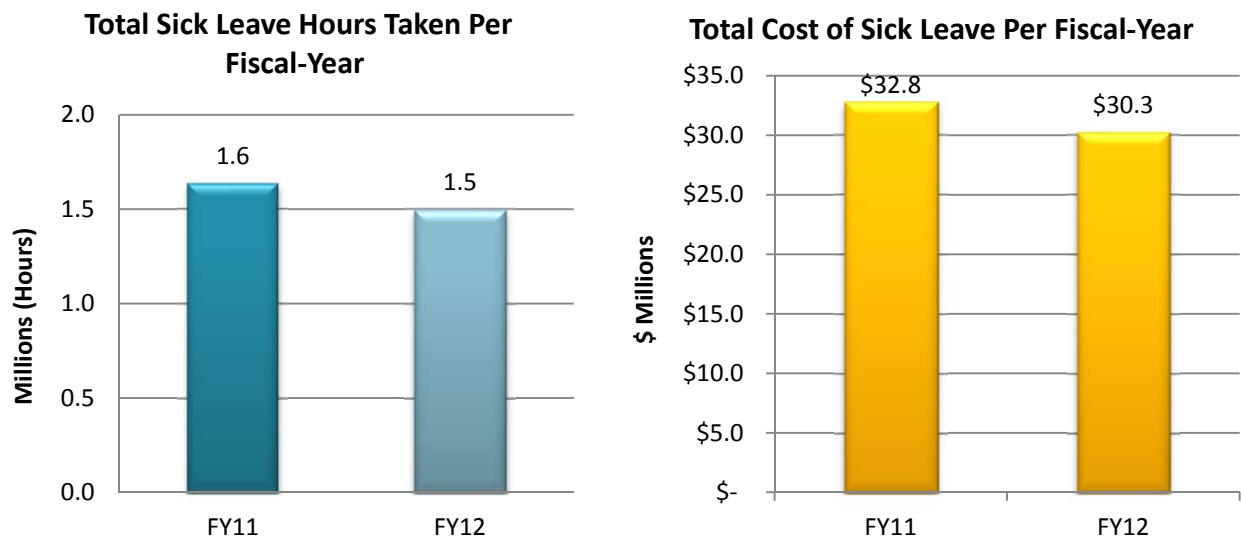


When an employee separates from state service, they are eligible to cash out up to 240 hours of annual leave at their current hourly pay rate. Any additional hours over 240 are forfeited at the time of separation. In FY12 employees cashed out at total of 232,838 hours of annual leave which is up just over 40.5 thousand hours more than in FY11. The average employee who separated cashed out approximately 9.1 days of annual leave.

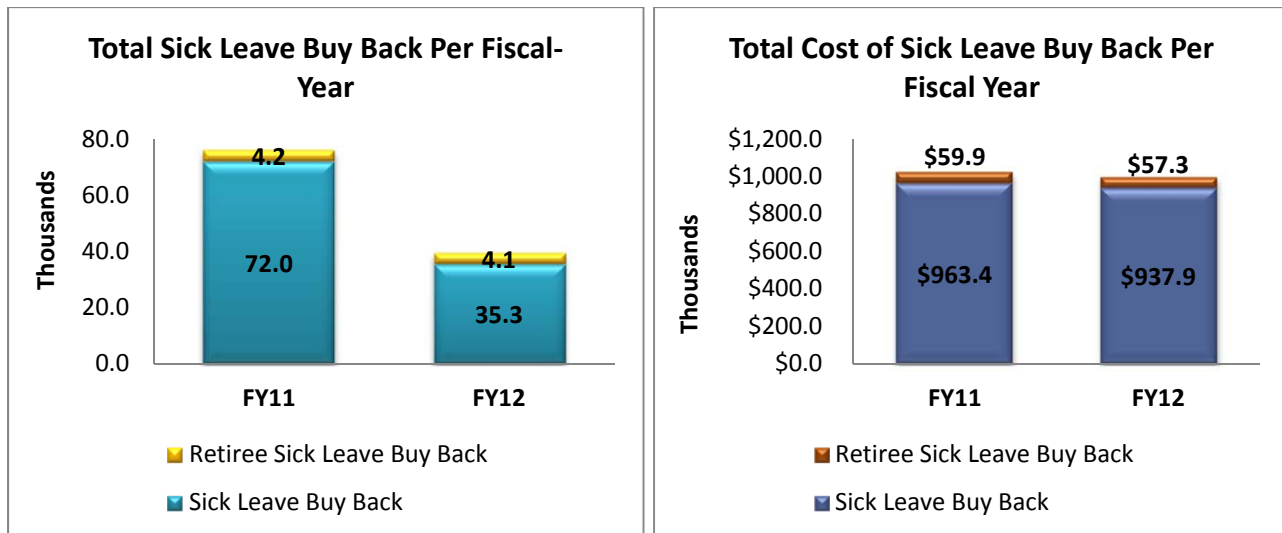


## Sick Leave

All employees accrue 96 hours per year as per NM statute. Employees used approximately 1.5 million hours of sick leave in FY12 compared to 1.6 million hours during FY11, resulting in a reduction of approximately \$2.5 million. The sick leave actual usage and cost for FY11 and FY12 are shown in the chart below.



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 FY12 agencies bought back a total of 35,293 hours of sick leave for active employee. Employees who were retiring cashed out 4,085 hours. The charts on the following page shows the total hours paid at one half the cost of employee's hourly wage in FY11 and FY12.

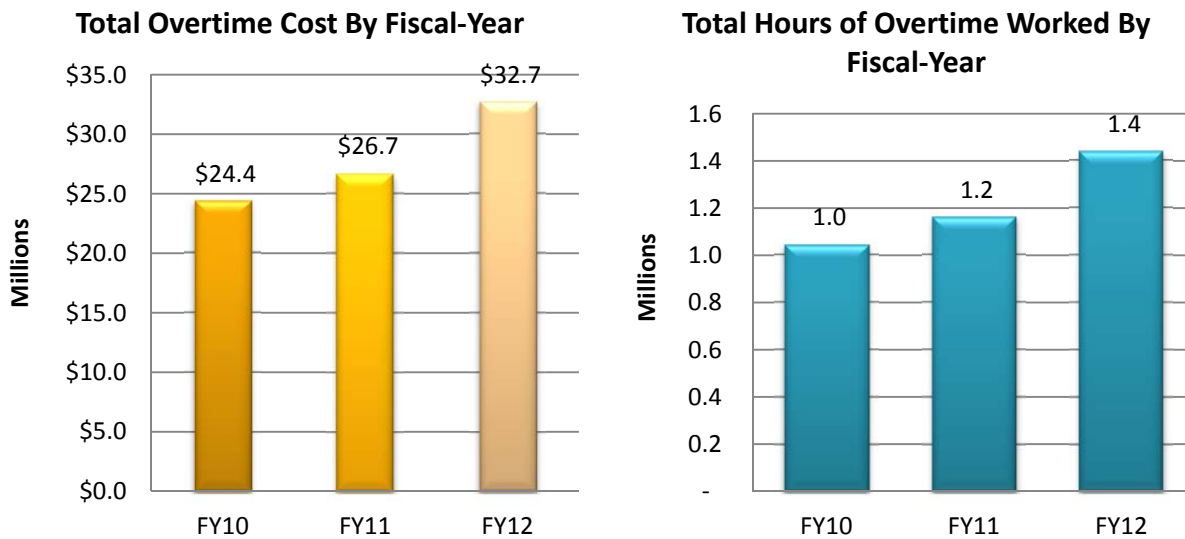


## Overtime

Agencies are expected to design and assign work in a responsible manner. Managers and supervisors 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) requires that non-exempt employees 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 FY12 both FLSA non-exempt and FLSA Exempt employees were paid over 32 million in the form of a cash payment or compensatory time off. The chart and table below depicts a comparison of overtime usage and total dollars paid for FY11 and FY12. The cost of overtime has increased due to inflation and the increase of base salaries over time. SPO and the State Personnel Board are very concerned with the amount of regular overtime being worked and are committed to working with agencies to better manage this issue.



## Turnover & Vacancy

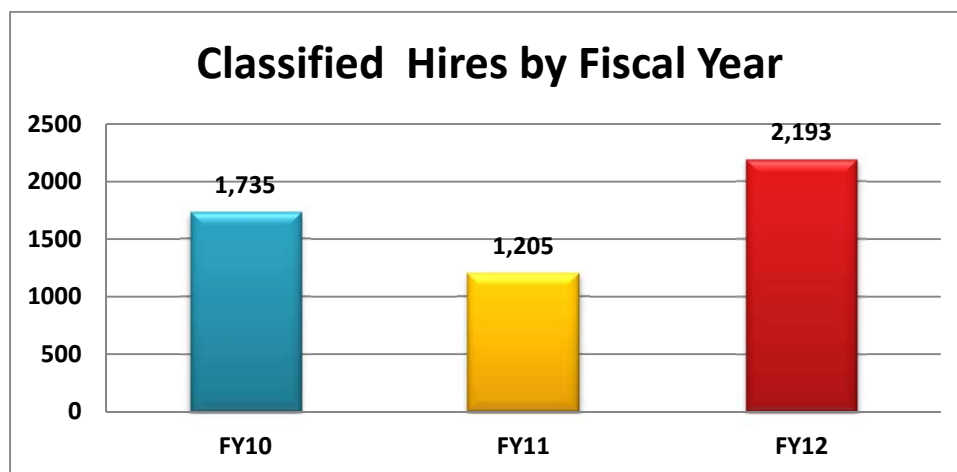
### Hiring

SPO is responsible to not only assist applicants applying for jobs within the state's classified service, but also to ensure the most qualified applicants are referred to fill vacant positions. Beginning in the second quarter of FY12, SPO implemented a more flexible and responsive applicant tracking system through NEOGOV in addition to a web-based pre-employment testing system through Criteria Corporation. These two systems bring the state back into compliance with the State Personnel Act which mandates a competitive ranking of applicants in addition to employment testing for all applicants. It must be noted and stressed that NEOGOV is an applicant tracking system currently being utilized by over 17 states in addition to thousands of municipal and county governments.

Since implementation all applicants for classified positions are now competitively ranked and testing will be initiated at the beginning of the fourth quarter of FY13. These provisions rank qualified job applicants on certified lists submitted to the recruiting managers. This brings the state back into full compliance with the Personnel Act. Additionally, it also facilitates an applicant's ability to track their progress through the recruitment process online, maintains an applicant's application in its database; thus facilitating the applicants ability to apply for multiple positions without having to reenter separate applications for each position and applicants are now able to focus job searches by geographic and department preference, allowing the applicant's to quickly isolate their job criteria.

The following graphs illustrate the growth over the past year and one-half in both the number of positions being advertised and the expansion of the pool of applicants for consideration. While the number of days to fill a position has increased it is attributed to the dramatic increase in applications being processed and screened, the number of positions being advertised, and bringing SPO back into compliance with the Personnel Act. This happened while SPO recruitment staff, responsible for processing applications, did not increase. This required, sooner than planned, utilization of agency HR staff in the assessment, scoring and ranking of applicants in addition to the training and expansion of auditing requirements.

As a result of the utilization of a more facile application process (NEOGOV) in FY12, 200,758 applications were received and processed for 4,725 advertised jobs. These metrics illustrate the dramatic increase in both positions advertised and applications received as compared to FY11.



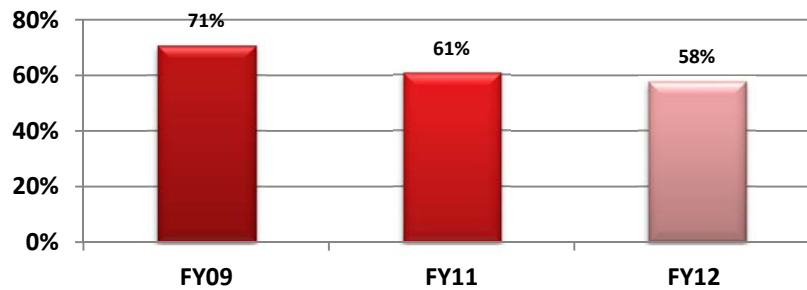
*Hires represent all non-promotional hires into state government. (Excluded are all internal promotional and transfer hires.)*

In FY12 2,193 classified hires were made representing an 82% increase over FY11. The flexibility and responsiveness of NEOGOV has made it easier for applicants to apply for state jobs. In FY12 over 200,000 applications were received – submitted by over 37,000 unique applicants. Since the implementation of NEOGOV in November 2011, there have been over 3.1 million hits reviewing various job postings.

The following graph shows that in FY12, 58% of new hires completed their probationary period as compared to 61% in FY11. The implementation of NEOGOV provides agencies with ranked lists of qualified applicants, allowing managers to make hiring decisions from pools of applicants who possess the job related qualifications required to successfully perform the advertised jobs. Additionally, SPO is currently working on developing an onboarding process to assist agencies in better integrating new hires into state government. These two initiatives are expected to positively impact agency efforts in attracting and retaining qualified employees.



### New Employees Who Successfully Completed Their Probationary Period

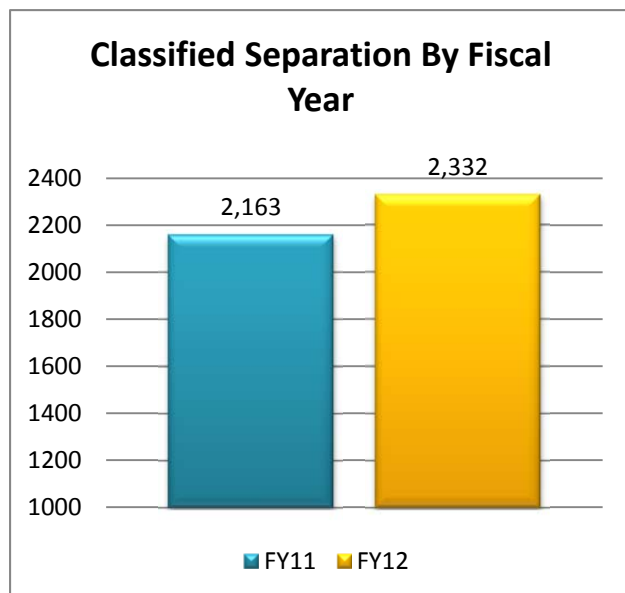


*\*This number is based on New Hires in FY11 that completed probationary period during FY12*

## Separation

In FY12 there were 2,332 total separations compared to 2,163 in FY11. Of the 2,332 separations 79% (1,821) were voluntary (556 relate to retirement alone) 20% (469) were involuntary and 1% (29) were related to reduction in force.

Table 25



	Q1	Q2	Q3	Q4
Voluntary	344	293	324	317
Retirement	113	209	78	156
Involuntary	91	82	89	116
Other	27	26	19	19
Reduction in Force	1	25	1	2
<b>Total</b>	<b>576</b>	<b>635</b>	<b>511</b>	<b>610</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 26

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 FY12 there were 2,332 separations in the classified service. At an average cost of \$42,620, the total cost of turnover in FY12 was estimated at \$99,389,840. Improvements in the recruitment and selection system to provide agencies with certified and ranked employment lists of qualified candidates and the implementation of a successful onboarding program will improve an agency's ability to hire and retain high performing and engaged employees. There will always be turnover; however, with approximately \$99 million dollars at risk due to high turnover, if the turnover rate were reduced by approximately 50%, this could potentially free up almost \$50 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

BU Name	Average Salary	Average Compa-Ratio	Employee Count
Adult Parole Board	\$ 34,864	95%	5
Aging & Long-Term Services Department	\$ 47,115	107%	207
Architect Examiners Board	\$ 45,961	125%	2
Board of Nursing	\$ 45,653	105%	15
Border Development Authority	\$ 43,343	92%	2
Children, Youth & Families Department	\$ 41,653	98%	1,770
Com for Deaf/Hard of Hearing	\$ 42,905	106%	11
Commission for the Blind	\$ 37,637	100%	53
Commission of Public Records	\$ 45,515	98%	28
Crime Victims Reparation Commission	\$ 37,344	88%	18
Department of Workforce Solutions	\$ 37,408	93%	472
Department of African American Affairs	\$ 46,423	96%	3
Department of Cultural Affairs	\$ 37,682	101%	420
Department of Environment	\$ 53,208	106%	536
Department of Finance & Administration	\$ 55,451	106%	131
Department of Game & Fish	\$ 45,008	103%	241
Department of Health	\$ 38,965	102%	3,133
Department of Indian Affairs	\$ 45,370	110%	7
Department of Information Technology	\$ 60,739	108%	160
Department of Public Safety	\$ 39,584	97%	523
Department of Transportation	\$ 40,757	101%	2,016
Department of Veteran Services	\$ 35,195	99%	32
Division of Vocational Rehabilitation	\$ 46,478	104%	225
Development Disabilities Planning Commission	\$ 45,412	105%	12
Economic Development Department	\$ 50,817	104%	34
Educational Retirement Board	\$ 50,577	104%	45
Energy, Minerals & Natural Resources Department	\$ 48,086	102%	363
EXPO New Mexico	\$ 39,972	104%	27
Gaming Control Board	\$ 46,252	112%	42
General Services Department	\$ 40,132	105%	230
Governor's Comm. on Disability	\$ 49,421	101%	7
Homeland Security & Emergency Management	\$ 50,986	107%	54
Human Services Department	\$ 41,109	97%	1,618
Livestock Board	\$ 41,153	91%	67
Medical Examiners Board	\$ 52,684	109%	12
Military Affairs	\$ 40,203	106%	91
Miners Colfax Medical Center	\$ 35,382	100%	182
New Mexico Corrections Department	\$ 36,257	90%	1,806

BU Name	Average Salary	Average Compa-Ratio	Employee Count
NM Education Trust Board	\$ 89,300	115%	1
NM Higher Education Department	\$ 53,014	111%	31
Office of Natural Resource Trustee	\$ 63,958	111%	3
Office of the State Engineer	\$ 54,205	103%	266
Prof Engineers & Land Surveyors Board	\$ 34,787	108%	5
Public Defender	\$ 48,379	96%	319
Public Education Department	\$ 56,670	114%	176
Public Employee Retirement Association	\$ 50,135	113%	63
Public Regulation Commission	\$ 47,762	104%	206
Public School Insurance Authority	\$ 45,655	107%	7
Regulation & Licensing Department	\$ 44,614	106%	229
Retiree Health Care Authority	\$ 45,320	104%	23
Secretary of State	\$ 46,529	105%	22
Space Port Authority	\$ 63,489	96%	6
State Auditor	\$ 57,796	104%	17
State Investment Council	\$ 78,544	113%	22
State Land Office	\$ 47,990	107%	126
State Personnel Board	\$ 55,638	111%	44
State Racing Commission	\$ 45,284	103%	6
State Treasurer	\$ 54,384	106%	25
Taxation & Revenue Department	\$ 39,597	102%	886
Tourism Department	\$ 36,434	97%	52
Veterinary Examiners Board	\$ 26,293	105%	2
Workers Compensation Administration	\$ 44,065	105%	102
Youth Conservation Corps	\$ 56,924	104%	2

## Appendix B – Average Salary by Benchmark Classification

Job Code	Job Title	# Incumbents	New Mexico Average Salary	8 States Average	% Above or Below Market
<b>Coordinator Occupations</b>					
<b>B3031A</b>	FINANCIAL COORDINATOR-A	57	\$60,237	\$64,623	-6.8%
<b>B90390</b>	EDUCATION ADMINISTRATOR-O	14	\$52,957	\$58,746	-9.9%
<b>B91210</b>	NATURAL SCIENCES COORDINATOR-O	18	\$32,323	\$42,232	-23.5%
<b>B91510</b>	SOCIAL & COMMUNITY SERVICE COORDINATOR-O	262	\$44,096	\$43,345	1.7%
<b>Business and Financial Operations Occupations</b>					
<b>C10230</b>	PURCHASING AGENT, EXCEPT WHOLESALE/RETAIL-O	56	\$36,608	\$44,206	-17.2%
<b>C1031A</b>	CLAIM ADJUSTER, EXAMINER, & INVEST-A	15	\$46,155	\$52,741	-12.5%
<b>C10310</b>	CLAIM ADJUSTER, EXAMINER, & INVEST-O	63	\$33,509	\$36,988	-9.4%
<b>C10710</b>	EMPLOYMENT, RECRUITMENT & PLACEMENT SPEC-O	86	\$31,346	\$36,731	-14.7%
<b>C1072A</b>	COMPENSATION, BENEFIT & JOB ANAL SPEC-A	26	\$57,138	\$58,378	-2.1%
<b>C10720</b>	COMPENSATION, BENEFIT & JOB ANAL SPEC-O	4	\$42,099	\$50,173	-16.1%
<b>C10730</b>	TRAINING & DEVELOPMENT SPECIALIST-O	25	\$29,723	\$45,817	-35.1%
<b>C10790</b>	HR, TRAINING & LABOR RELATION SPECIALIST-O	56	\$40,768	\$33,559	21.5%
<b>C1111A</b>	MANAGEMENT ANALYST-A	205	\$48,069	\$53,911	-10.8%
<b>C11110</b>	MANAGEMENT ANALYST-O	118	\$40,872	\$48,402	-15.6%
<b>C2011A</b>	ACCOUNTANT & AUDITOR-A	176	\$49,026	\$53,811	-8.9%
<b>C20110</b>	ACCOUNTANT & AUDITOR-O	133	\$40,456	\$47,676	-15.1%
<b>C20122</b>	STATE AUDITOR II	4	\$47,174	\$51,417	-8.3%
<b>C20132</b>	TAX AUDITOR II	55	\$39,374	\$42,190	-6.7%
<b>C20210</b>	APPRAISER & ASSESSOR OF REAL ESTATE-O	14	\$42,806	\$46,511	-8.0%
<b>C2051A</b>	FINANCIAL ANALYST-A	30	\$53,820	\$52,467	2.6%
<b>C20610</b>	FINANCIAL EXAMINER-O	2	\$39,499	\$53,091	-25.6%
<b>C20810</b>	TAX EXAMINER, COLLECTOR & REV AGENT-O	140	\$34,112	\$32,868	3.8%
<b>Computer and Mathematic Occupations</b>					
<b>D10231</b>	IT BUSINESS ANALYST	49	\$70,533	\$53,928	30.8%
<b>D10251</b>	IT APPLICATIONS DEVELOPER 1	29	\$48,214	\$50,294	-4.1%
<b>D10253</b>	IT APPLICATIONS DEVELOPER 3	120	\$72,821	\$67,669	7.6%
<b>D10261</b>	IT GENERALIST 1	51	\$53,706	\$81,670	-34.2%

Job Code	Job Title	# Incumbents	New Mexico Average Salary	8 States Average	% Above or Below Market
D10272	IT DATABASE ADMINISTRATOR 2	27	\$67,642	\$53,841	25.6%
D10293	IT NETWORK SPECIALIST 3	29	\$62,712	\$54,969	14.1%
D10302	IT TECHNICAL SUPPORT SPECIALIST 2	30	\$43,285	\$42,934	0.8%
D10303	IT TECHNICAL SUPPORT SPECIALIST 3	41	\$48,298	\$60,442	-20.1%
D2041A	STATISTICIAN-A	1	\$42,370	\$47,302	-10.4%
<b>Architecture and Engineering Occupations</b>					
E2051A	CIVIL ENGINEER-A	60	\$70,669	\$70,707	-0.1%
E2051B	CIVIL ENGINEER -B	23	\$48,880	\$48,845	0.1%
E2051O	CIVIL ENGINEER -O	21	\$60,736	\$64,148	-5.3%
E2081A	ENVIRONMENTAL ENGINEER-PE-A	1	\$62,254	\$65,053	-4.3%
E2082O	ENVIRONMENTAL SPECIALIST-NL-O	4	\$49,005	\$51,368	-4.6%
E2152O	MINING & GEOLOGICAL SPECIALIST-NL-O	8	\$54,621	\$56,618	-3.5%
E3022O	CIVIL ENGINEERING TECHNICIAN-NL-O	77	\$31,574	\$40,079	-21.2%
E3031O	SURVEYING & MAPPING TECHNICIAN-O	11	\$30,264	\$58,431	-48.2%
<b>Life, Physical, and Social Science Occupations</b>					
F1022A	MICROBIOLOGIST-A	18	\$42,307	\$52,628	-19.6%
F1023A	ZOOLOGIST & WILDLIFE BIOLOGIST-A	47	\$46,509	\$64,565	-28.0%
F1023O	ZOOLOGIST & WILDLIFE BIOLOGIST-O	6	\$36,982	\$53,006	-30.2%
F1032O	FORESTER-O	13	\$38,376	\$45,323	-15.3%
F1041O	EPIDEMIOLOGIST-O	21	\$51,771	\$50,295	2.9%
F1130S	ECONOMIST SUPERVISOR	2	\$65,478	\$66,456	-1.5%
F2031O	CHEMIST-O	22	\$39,686	\$51,926	-23.6%
F2041A	ENVIRONMENTAL SCIENTIST & SPEC-A	87	\$57,949	\$60,992	-5.0%
F2041O	ENVIRONMENTAL SCIENTIST & SPEC-O	151	\$48,589	\$50,759	-4.3%
F2043A	HYDROLOGIST-A	11	\$60,736	\$66,733	-9.0%
F3011A	ECONOMIST-A	27	\$60,154	\$56,470	6.5%
F4041O	GEOLOGICAL & PETROLEUM TECHNICIAN-O	2	\$34,237	\$52,546	-34.8%
F4092B	FORENSIC SCIENCE TECHNICIAN-B	4	\$32,781	\$40,036	-18.1%
F4092O	FORENSIC SCIENCE TECHNICIAN-O	7	\$54,912	\$58,012	-5.3%
<b>Community and Social Services Occupations</b>					
G1011O	SUBSTANCE ABUSE & BEHAVE DISORDER COUNSELOR-O	6	\$39,936	\$43,265	-7.7%
G10141	BEHAVIORAL HEALTH THERAPIST	112	\$49,670	\$45,994	8.0%



Job Code	Job Title	# Incumbents	New Mexico Average Salary	8 States Average	% Above or Below Market
G10150	REHABILITATION COUNSELOR-O	3	\$37,419	\$47,852	-21.8%
G10290	SOCIAL WORKER, ALL OTHER-O	3	\$39,000	\$40,840	-4.5%
G10501	CHILD SUPPORT LEGAL ASSISTANT 1	112	\$32,510	\$34,042	-4.5%
G10601	FAMILY ASSISTANCE ANALYST 1	369	\$31,845	\$34,731	-8.3%
G10901	PROBATION PAROLE OFFICER 1	232	\$35,277	\$45,297	-22.1%
G10902	PROBATION PAROLE OFFICER 2	204	\$43,430	\$59,037	-26.4%
G10910	HEALTH EDUCATOR-O	14	\$41,288	\$45,097	-8.4%
G10920	PROBATION OFFICER & CORRECTION TREATMENT SPECIALIST-O	154	\$34,382	\$38,545	-10.8%
G2011A	CLERGY-A	2	\$46,634	\$42,487	9.8%
<b>Legal Occupations</b>					
H10110	LAWYER-O	60	\$58,843	\$69,616	-15.5%
H10210	ADMINISTRATIVE LAW JUDGE, ADJUDICATOR-O	8	\$58,191	\$65,181	-10.7%
H10210	ADMINISTRATIVE LAW JUDGE, ADJUDICATOR-O	35	\$43,874	\$56,239	-22.0%
H2011A	PARALEGAL & LEGAL ASSISTANT-A	36	\$42,640	\$42,917	-0.6%
<b>Education and Training Occupations</b>					
I40110	MUSEUM TECHNICIAN & CONSERVATOR-A	4	\$44,138	\$44,858	-1.6%
I4013A	MUSEUM TECHNICIAN & CONSERVATOR-O	11	\$41,496	\$44,950	-7.7%
I40130	LIBRARIAN-A	12	\$36,754	\$34,457	6.7%
I4021A	LIBRARIAN-A	11	\$46,883	\$44,196	6.1%
<b>Arts, Design, Entertainment, Sports, and Media Occupations</b>					
J10240	GRAPHIC DESIGNER-O	7	\$32,781	\$41,414	-20.8%
J30310	PUBLIC RELATIONS SPECIALIST-O	10	\$42,224	\$49,107	-14.0%
<b>Healthcare Practitioners and Technical Occupations</b>					
K1021A	DENTIST, GENERAL-A	1	\$108,722	\$112,507	-3.4%
K10310	DIETITIAN & NUTRITIONIST-O	29	\$39,686	\$48,832	-18.7%
K1051A	PHARMACIST-A	11	\$94,307	\$95,245	-1.0%
K10620	FAMILY & GENERAL PRACTITIONER-O	16	\$126,173	\$157,387	-19.8%
K10660	PSYCHIATRIST-O	1	\$153,587	\$184,289	-16.7%
K10701	PHYSICIAN ASSISTANT	9	\$85,280	\$82,078	3.9%
K10801	CERTIFIED NURSE PRACTITIONER	22	\$71,490	\$72,648	-1.6%
K1111A	REGISTERED NURSE-A	261	\$58,053	\$63,537	-8.6%

Job Code	Job Title	# Incumbents	New Mexico Average Salary	8 States Average	% Above or Below Market
K1111O	REGISTERED NURSE-O	56	\$49,442	\$53,417	-7.4%
K1122A	OCCUPATIONAL THERAPIST-A	2	\$39,395	\$63,615	-38.1%
K1123O	PHYSICAL THERAPIST-O	2	\$75,275	\$70,372	7.0%
K1125O	RECREATIONAL THERAPIST-O	23	\$31,054	\$40,799	-23.9%
K1127A	SPEECH-LANGUAGE PATHOLOGIST-A	1	\$80,080	\$55,819	43.5%
K1131A	VETERINARIAN-A	3	\$84,864	\$77,875	9.0%
K2011O	MEDICAL & CLINICAL LAB TECHNOLOGIST-O	8	\$39,291	\$45,628	-13.9%
K2012O	MEDICAL & CLINICAL LAB TECHNICIAN-O	3	\$28,184	\$31,053	-9.2%
K2021A	DENTAL HYGIENIST-A	5	\$49,691	\$48,809	1.8%
K2034O	RADIOLOGIC TECHNOLOGIST & TECHNICIAN-O	56	\$36,608	\$42,765	-14.4%
K2052O	PHARMACY TECHNICIAN-O	11	\$29,890	\$29,906	-0.1%
K2053O	PSYCHIATRIC TECHNICIAN-O	280	\$24,565	\$26,085	-5.8%
K2061O	LICENSED PRACTICAL & LICENSED VOCATIONAL NURSE-O	37	\$36,566	\$37,450	-2.4%
K9011A	OCCUPATIONAL HEALTH & SAFETY SPECIALIST-A	22	\$40,331	\$50,143	-19.6%
K9011O	OCCUPATIONAL HEALTH & SAFETY SPECIALIST-O	8	\$37,877	\$48,930	-22.6%
<b>Healthcare Support Occupations</b>					
L1011A	HOME HEALTH AIDE-A	33	\$28,766	\$30,848	-6.7%
L1012O	NURSING AIDE, ORDERLIES, & ATTENDANT-O	117	\$24,003	\$23,886	0.5%
L9091O	DENTAL ASSISTANT-O	1	\$27,560	\$30,891	-10.8%
<b>Protective Service Occupations</b>					
M2021A	FIRE INSPECTOR & INVESTIGATOR-A	16	\$39,603	\$53,005	-25.3%
M30124	CORRECTIONAL OFFICER CAPTAIN	26	\$49,234	\$59,074	-16.7%
M3012A	CORRECTIONAL OFFICER & JAILER-A	156	\$37,419	\$51,866	-27.9%
M3012O	CORRECTIONAL OFFICER & JAILER-O	824	\$30,763	\$36,067	-14.7%
M3021A	DETECTIVE & CRIMINAL INVESTIGATOR-A	42	\$45,739	\$58,159	-21.4%
M3021O	DETECTIVE & CRIMINAL INVESTIGATOR-O	45	\$36,899	\$44,526	-17.1%
M3031O	GAME & FISH WARDEN-O	36	\$39,458	\$48,069	-17.9%
M40101	EMERGENCY MANAGEMENT SPECIALIST	14	\$44,512	\$51,788	-14.0%
M9032O	SECURITY GUARD-O	62	\$22,610	\$29,850	-24.3%
M9032S	SECURITY GUARD SUPERVISE	8	\$28,808	\$36,281	-20.6%
<b>Food Preparation and Serving Related Occupations</b>					
N1011A	CHEF & HEAD COOK-A	2	\$27,290	\$45,248	-39.7%

Job Code	Job Title	# Incumbents	New Mexico Average Salary	8 States Average	% Above or Below Market
N2012O	COOK, INSTITUTION AND CAFETERIA-O	30	\$23,130	\$24,118	-4.1%
<b>Building and Grounds Cleaning and Maintenance Occupations</b>					
O2011O	JANITOR & CLEANER, EXCEPT MAID/HOUSE KEEPER-O	61	\$21,258	\$22,783	-6.7%
<b>Sales and Related Occupations</b>					
Q3031O	SECURITIES/COMMODITIES/FINANCE-O	6	\$80,371	\$56,665	41.8%
<b>Office and Administration Support Occupations</b>					
R3011O	BILL & ACCOUNTANT COLLECTOR-O	1	\$27,269	\$35,499	-23.2%
R3031O	BOOKKEEPING, ACCOUNTING & AUDITING CLERK-O	8	\$27,227	\$31,025	-12.2%
R4031O	COURT, MUNICIPAL & LICENSE CLERK-O	12	\$26,187	\$32,512	-19.5%
R4121A	LIBRARY ASSISTANT, CLERICAL-A	2	\$22,942	\$32,092	-28.5%
R50332	DISPATCHER 2	86	\$31,075	\$42,827	-27.4%
R6011A	EXECUTIVE SECRETARY & ADMIN ASSIST-A	108	\$38,314	\$44,843	-14.6%
R6014O	SECRETARY, EXCEPT LEGAL, MEDICAL & EXEC-O	154	\$26,416	\$29,558	-10.6%
<b>Farming, Fishing, and Forestry Occupations</b>					
S2093A	FARMWORKER, FARM & RANCH ANIMAL-A	9	\$36,878	\$43,382	-15.0%
<b>Construction and Extraction Occupations</b>					
T2031O	CARPENTER-O	2	\$30,118	\$35,400	-14.9%
T2111O	ELECTRICIAN-O	8	\$34,133	\$40,368	-15.4%
T2152O	PLUMBER, PIPEFITTER, & STEAM FITTER-O	1	\$29,994	\$39,078	-23.2%
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	56	\$42,827	\$52,531	-18.5%
<b>Installation, Maintenance, and Repair Occupations</b>					
U3011A	AIRCRAFT MECHANICS & SERVICE TECHNICIAN-A	2	\$59,571	\$56,222	6.0%
U3023A	AUTOMOTIVE SERVICE TECHNICIAN & MECHANIC-A	14	\$33,259	\$36,814	-9.7%
U3031A	BUS & TRUCK MECHANIC & DIESEL ENGINE SPECIALIST-A	22	\$36,858	\$44,652	-17.5%
U9021O	HEATING, AIR CONDITIONING, & REFRIGERATOR-O	2	\$30,430	\$39,472	-22.9%
U9042O	MAINTENANCE & REPAIR WORKER, GENERAL-O	41	\$29,723	\$33,040	-10.0%
<b>Production Occupations</b>					
V8099O	PLANT & SYSTEM OPERATOR, ALL OTHER-O	13	\$39,208	\$41,118	-4.6%
<b>Transportation and Material Moving Occupations</b>					
W2011A	AIRLINE PILOT-A	2	\$60,237	\$60,410	-0.3%
W60511	MTD TRANSPORTATION INSPECTOR	69	\$30,139	\$36,841	-18.2%
<b>Staff</b>					

Job Code	Job Title	# Incumbents	New Mexico Average Salary	8 States Average	% Above or Below Market
<b>X10000</b>	LINE I	23	\$46,862	\$46,277	1.3%
<b>X20000</b>	LINE II	358	\$48,006	\$58,157	-17.5%
<b>X20001</b>	LINE II - HISTORIC SITE ADMINISTRATOR	3	\$45,167	\$53,228	-15.1%
<b>X20002</b>	LINE II - PARK MANAGER	14	\$50,634	\$43,094	17.5%
<b>X30000</b>	STAFF	523	\$57,242	\$56,729	0.9%
<b>X30000</b>	STAFF	8	\$58,191	\$65,181	-10.7%
<b>X40000</b>	ADMIN/OPS I	63	\$68,224	\$61,990	10.1%
<b>X50000</b>	A/O II - FINANCIAL INSTITUTIONS	2	\$60,295	\$77,824	-22.5%
<b>X50000</b>	A/O II - STATE RECORDS	1	\$61,410	\$50,828	20.8%
<b>X50000</b>	A/O II - HUMAN RESOURCES	11	\$74,410	\$73,643	1.0%
<b>X50350</b>	A/O II-IT	55	\$86,694	\$53,222	62.9%
<b>X50400</b>	A/O II - NURSING	8	\$72,654	\$82,824	-12.3%
<b>X60000</b>	GEN I-CHIEF FINANCIAL OFFICER	4	\$88,606	\$83,460	6.2%
<b>X60000</b>	GEN I-CFO COMPENSATION & CLASSIFICATION	1	\$80,960	\$76,167	6.3%
<b>X60000</b>	GEN I-CONSTRUCTION PROJECTS	1	\$90,199	\$60,746	48.5%
<b>X60150</b>	GEN I - ENGINEERING	45	\$89,003	\$106,953	-16.8%
<b>X60400</b>	GEN I - NURSING	3	\$86,798	\$66,431	30.7%

## Appendix C – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts to Band
<b>Business and Financials Occupations</b>			
<b>C20100</b>	CERTIFIED PUBLIC ACCOUNTANT	85	80
<b>C20121</b>	STATE AUDITOR I	65	60
<b>C20122</b>	STATE AUDITOR II	70	65
<b>C20123</b>	STATE AUDIT AUDITOR COORDINATOR	85	75
<b>C20131</b>	TAX AUDITOR I	60	55
<b>C20132</b>	TAX AUDITOR II	65	60
<b>C20133</b>	TAX AUDITOR III	70	65
<b>C20134</b>	TAX AUDITOR IV	75	70
<b>C2013S</b>	TAX AUDITOR SUPV	80	75
<b>C2061A</b>	FINANCIAL EXAMINER-A	70	65
<b>C2061B</b>	FINANCIAL EXAMINER-B	60	55
<b>C2061O</b>	FINANCIAL EXAMINER-O	65	60
<b>Computer and Mathematic Occupations</b>			
<b>D10221</b>	IT ARCHITECT	90	80
<b>D10231</b>	IT BUSINESS ANALYST	85	75
<b>D10241</b>	IT PROJECT MANAGER	85	70
<b>D10251</b>	IT APPLICATIONS DEVELOPER 1	70	55
<b>D10252</b>	IT APPLICATIONS DEVELOPER 2	75	60
<b>D10253</b>	IT APPLICATIONS DEVELOPER 3	85	65
<b>D10261</b>	IT GENERALIST 1	75	60
<b>D10262</b>	IT GENERALIST 2	85	70
<b>D10271</b>	IT DATABASE ADMINISTRATOR 1	70	60
<b>D10272</b>	IT DATABASE ADMINISTRATOR 2	80	65
<b>D10281</b>	IT SYSTEMS MANAGER 1	65	50
<b>D10282</b>	IT SYSTEMS MANAGER 2	70	55
<b>D10283</b>	IT SYSTEMS MANAGER 3	80	65
<b>D10284</b>	IT SYSTEMS MANAGER 4	85	70
<b>D10291</b>	IT NETWORK SPECIALIST 1	70	55
<b>D10292</b>	IT NETWORK SPECIALIST 2	75	60
<b>D10293</b>	IT NETWORK SPECIALIST 3	80	70

Job Code	Classification Title	Pay Band	Reverts to Band
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	80	75
E1022B	SURVEYOR-B	70	65
E1022O	SURVEYOR-O	75	70
E1022S	SURVEYOR SUPV	85	80
E2051A	CIVIL ENGINEER -A	80	75
E2051B	CIVIL ENGINEER -B	70	65
E2051O	CIVIL ENGINEER -O	75	70
E2051S	CIVIL ENGINEER SUPV	85	80
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
E2111S	HEALTHCARE SURVEYOR SUPV	75	70
E2141A	MECHANICAL ENGINEER-A	80	75
E2141B	MECHANICAL ENGINEER-B	70	65
E2141O	MECHANICAL ENGINEER-O	75	70

Job Code	Classification Title	Pay Band	Reverts to Band
E2152A	MINING & GEOLOGICAL SPECIALIST-NL-A	75	70
E2152B	MINING & GEOLOGICAL SPECIALIST-NL-B	65	60
E2152O	MINING & GEOLOGICAL SPECIALIST-NL-O	70	65
E2152S	MINING & GEOLOGICAL SPECIALIST-NL SUPV	80	75
E2171A	PETROLEUM SPECIALIST-A	80	75
E2171B	PETROLEUM SPECIALIST-B	70	65
E2171O	PETROLEUM SPECIALIST-O	75	70
E2171S	PETROLEUM SPECIALIST SUPV	85	80
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
E3000S	ENGINEER SPECIALIST, ALL OTHER-NL SUPV	85	80
E3022A	CIVIL ENGINEERING TECHNICIAN-NL-A	60	55
E3022B	CIVIL ENGINEERING TECHNICIAN-NL-B	50	45
E3022O	CIVIL ENGINEERING TECHNICIAN-NL-O	55	50
E3022S	CIVIL ENGINEERING TECHNICIAN-NL SUPV	65	60
<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
F2041S	ENVIRONMENTAL SCIENTIST & SPEC SUPV	80	70
F2042A	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR-A	75	70
F2042B	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR-B	65	60
F2042O	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR-O	70	65
F2042S	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR SUPV	80	75
F2043A	HYDROLOGIST-A	75	70
F2043B	HYDROLOGIST-B	65	60
F2043O	HYDROLOGIST-O	70	65
F2043S	HYDROLOGIST SUPV	80	75
F3011A	ECONOMIST-A	80	70

Job Code	Classification Title	Pay Band	Reverts to Band
F3011B	ECONOMIST-B	70	60
F3011O	ECONOMIST-O	75	65
F3011S	ECONOMIST SUPV	85	75
F4092A	FORENSIC SCIENCE TECHNICIAN-A	80	60
F4092O	FORENSIC SCIENCE TECHNICIAN-O	75	55
F4092S	FORENSIC SCIENCE TECHNICIAN SUPV	85	65
<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
G1070S	HSD QUALITY ASSURANCE SPECIALIST SUPV	75	70
G10901	PROBATION PAROLE OFFICER 1	65	60
G10902	PROBATION PAROLE OFFICER 2	70	65
G1090S	PROBATION PAROLE OFFICER SUPV	75	70
<b>Legal Occupations</b>			
H10112	PUBLIC DEFENDER 2	75	70
H10113	PUBLIC DEFENDER 3	80	75
H10114	PUBLIC DEFENDER 4	85	80
<b>Education and Training Occupations</b>			
I4021A	LIBRARIAN-A	70	65
I4021B	LIBRARIAN-B	60	55
I4021O	LIBRARIAN-O	65	60
I4021S	LIBRARIAN-SUPV	75	70
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
K1021B	DENTIST, GENERAL-B	80	70
K1021O	DENTIST, GENERAL-O	85	75
K1021S	DENTIST, GENERAL SUPV	95	85



Job Code	Classification Title	Pay Band	Reverts to Band
K1051A	PHARMACIST-A	90	70
K1051B	PHARMACIST-B	80	60
K1051O	PHARMACIST-O	85	65
K1051S	PHARMACIST SUPV	95	75
K1062A	FAMILY & GENERAL PRACTITIONER-A	97	85
K1062B	FAMILY & GENERAL PRACTITIONER-B	95	75
K1062O	FAMILY & GENERAL PRACTITIONER-O	96	80
K1062S	FAMILY & GENERAL PRACTITIONER SUPV	98	90
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
K1066S	PSYCHIATRIST SUPV	98	90
K10701	PHYSICIAN ASSISTANT	85	70
K1071S	PHYSICIAN ASSISTANT SUPV	90	75
K10801	CERTIFIED NURSE PRACTITIONER	85	70
K10802	CERTIFIED NURSE MIDWIFE	85	70
K10803	CLINICAL NURSE SPECIALIST	85	70
K1111A	REGISTERED NURSE-A	75	65
K1111B	REGISTERED NURSE-B	65	55
K1111O	REGISTERED NURSE-O	70	60
K1111S	REGISTERED NURSE SUPV	80	70
K1122A	OCCUPATIONAL THERAPIST-A	80	65
K1122B	OCCUPATIONAL THERAPIST-B	70	55
K1122O	OCCUPATIONAL THERAPIST-O	75	60
K1122S	OCCUPATIONAL THERAPIST SUPV	85	70
K1123A	PHYSICAL THERAPIST-A	80	65
K1123B	PHYSICAL THERAPIST-B	70	55
K1123O	PHYSICAL THERAPIST-O	75	60
K1123S	PHYSICAL THERAPIST SUPV	85	70
K1126A	RESPIRATORY THERAPIST-A	60	50
K1126B	RESPIRATORY THERAPIST-B	50	40

Job Code	Classification Title	Pay Band	Reverts to Band
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
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
K2034S	RADIOLOGIC TECHNOLOGIST &TECHNICIAN SUPV	65	60
<b>Healthcare Support Occupations</b>			
L9091A	DENTAL ASSISTANT-A	50	35
L9091B	DENTAL ASSISTANT-B	40	25
L9091O	DENTAL ASSISTANT-O	45	30
<b>Protective Service Occupations</b>			
M30123	CORRECTIONAL OFFICER LIEUTENANT	65	55
M30124	CORRECTIONAL OFFICER CAPTAIN	70	60
M30125	CORRECTIONAL OFFICER MAJOR	80	70
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
M3051S	POLICE & SHERIFF PATROL OFFICER SUPV	85	80
M40101	EMERGENCY MANAGEMENT SPECIALIST	65	60
M40102	HOMELAND SECURITY SPECIALIST	70	65
M9032A	SECURITY GUARD-A	45	35
M9032B	SECURITY GUARD-B	35	25

Job Code	Classification Title	Pay Band	Reverts to Band
M9032O	SECURITY GUARD-O	40	30
M9032S	SECURITY GUARD SUPV	50	40
<b>Sales and Related Occupations</b>			
Q20101	ECONOMIC DEVELOPMENT REPRESENTATIVE	75	65
Q20102	ECONOMIC DEVELOPMENT PROGRAM COORDNATOR	80	70
Q3031A	SECURITIES, COMMODITIES, & FIN SRVS-A	95	70
Q3031B	SECURITIES, COMMODITIES, & FIN SRVS-B	85	60
Q3031O	SECURITIES, COMMODITIES, & FIN SRVS-O	90	65
Q3031S	SECURITIES, COMMODITIES, & FIN SRVS SUPV	96	75
<b>Office and Administration Support Occupations</b>			
R4121A	LIBRARY ASSISTANT, CLERICAL-A	35	30
R4121O	LIBRARY ASSISTANT, CLERICAL-O	30	25
<b>Farming, Fishing, and Forestry Occupations</b>			
S20101	LIVESTOCK INSPECTOR 1	60	55
S20102	LIVESTOCK INSPECTOR 2	65	60
S2010S	LIVESTOCK INSPECTOR SUPV	70	65
<b>Construction and Extraction Occupations</b>			
T2111A	ELECTRICIAN-A	55	50
T2111B	ELECTRICIAN-B	45	40
T2111O	ELECTRICIAN-O	50	45
T2111S	ELECTRICIAN SUPV	60	55
T2152A	PLUMBER, PIPEFITTER, & STEAM FITTER-A	55	50
T2152B	PLUMBER, PIPEFITTER, & STEAM FITTER-B	45	40
T2152O	PLUMBER, PIPEFITTER, & STEAM FITTER-O	50	45
T2152S	PLUMBER, PIPEFITTER, & STEAM FITTER SUPV	60	55
T4011A	CONSTRUCTION & BUILDING INSPECTOR-3	65	60
T4011B	CONSTRUCTION & BUILDING INSPECTOR-1	55	50
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	60	55
T4011S	CONSTRUCTION & BUILDING INSPECTOR SUPV	70	65
T4051A	HIGHWAY MAINTENANCE WORKER-A	55	50
T4051B	HIGHWAY MAINTENANCE WORKER-B	45	40
T4051O	HIGHWAY MAINTENANCE WORKER-O	50	45
T4051S	HIGHWAY MAINTENANCE WORKER SUPV	60	55

Job Code	Classification Title	Pay Band	Reverts to Band
<b>Installation, Maintenance, and Repair Occupations</b>			
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
<b>Transportation and Material Moving Occupations</b>			
W2011A	AIRLINE PILOT-A	70	65
W2011B	AIRLINE PILOT-B	60	55
W2011O	AIRLINE PILOT-O	65	60
<b>Manager Occupations</b>			
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
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

Job Code	Classification Title	Pay Band	Reverts to Band
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
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

Job Code	Classification Title	Pay Band	Reverts to Band
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
X52012	ADMIN/OPS II - STATE AUDIT	90	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
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

Job Code	Classification Title	Pay Band	Reverts to Band
X80600	EXECUTIVE - PSYCHIATRY	98	96
X80650	EXECUTIVE - PHYSICIAN	98	96