

# 2013

## Classified Service Compensation Report



State of New Mexico

State Personnel Board

Eugene J. Moser, State Personnel Director

November 22, 2013

---

## TABLE OF CONTENTS

---

Purpose of Report	6
-------------------	---

Personnel Act & Compensation Philosophy	6
---	---

Personnel Act	6
---------------	---

Compensation Philosophy	6
-------------------------	---

Executive Summary	7
-------------------	---

Classified Employee Pay and Salary Structure Significantly Below Market	7
---	---

Overuse of Alternative Pay Bands Due to Lagging Salary Structure	8
--	---

Total Compensation Components Unbalanced	9
--	---

Agencies and Classifications Vary Significantly when Compared to Market	9
---	---

Changing Labor Market	10
-----------------------	----

Implement Variable Pay-for-Performance Reward System	11
--	----

Classification System Changes	11
-------------------------------	----

System Maintenance Costs	12
--------------------------	----

Salary Surveys & Data Sources	12
-------------------------------	----

Annual Salary Survey Purpose	12
------------------------------	----

National Compensation Association of State Governments Salary Survey	12
--	----

Total Compensation	13
--------------------	----

Eight State Comparator Market	13
-------------------------------	----

Total Classified Compensation Calculation Sample	14
--	----

Employer Costs for Employee Compensation vs. New Mexico	15
---	----

National Trends	16
-----------------	----

Economic Data	17
---------------	----

---

## Regional Trends 19

### New Mexico Trends 19

---

New Mexico Legislatively Authorized Salary Increases	20
--	----

### Base Pay Analysis 21

---

Maintaining External Competitiveness	21
New Mexico Classified Employee Average & Median Salary Comparison	21
Benchmark Comparison & Analysis	23
Average Salary Data by Pay Band	24
Average Salary Data by Agency	25
Benchmark Classification Studies that Solved Staffing and Pay Issues	25

### Classified Salary Structure 26

---

78% Band Width	27
Regression Analysis	27
Alternative Pay Bands (APB)	31

### Pay Administration 31

---

Pay Mechanisms	31
----------------	----

### Classified Service Demographics 33

---

County-by-County Population vs. Classified Demographics	34
Classified Positions & Average Salary by County	35

### Classification 36

---

Non-Manager Occupations	36
FY14 Work Plan	36
Supervisors	37

---

---

Managers	37
Misclassification & Classification Creep	38
<b>Pay for Performance</b>	<b>39</b>
Performance-Based Variable Pay Strategy	39
Bonus Pay Strategy	40
<b>Leave Accruals &amp; Payouts</b>	<b>40</b>
Annual Leave	40
Sick Leave	42
Overtime	43
<b>Turnover &amp; Vacancy</b>	<b>44</b>
Hiring	44
Separation	45
Turnover Rates	46
<b>Appendix</b>	<b>49</b>
Appendix A – Industry & Economic Data Sources	50
Appendix B – Eight State Comparator Market Base Salary Comparison	52
Appendix C – Salary Distribution of Classified Employees	52
Appendix D – Legislative Fiscal Year Increase in Detail	53
Appendix E – 12 Year Comparator Market Average Classified Salary	54
Appendix F – Classified Service Salary Structure	55
Appendix G – New Mexico County Demographics	56
Appendix H – Completed Non-Manager Classification Studies	57
Appendix I – Completed Manager Classification Studies	59
Appendix J – Average Salary Data by Agency	60
Appendix K – Average Salary by Benchmark Classification	62
Appendix L – Alternative Pay Band Assignments	67

---

## **State Leadership**

Susana Martinez, Governor

John Sanchez, Lieutenant Governor

## **State Personnel Board Members**

Paul T. Yarbrough, Chairman

Christine Romero, Vice Chair

Devon Day, Member

Rebecca Long, Member

## **State Personnel Office**

Eugene J. Moser, State Personnel Director

Nivia Thames, Deputy Director

Justin Najaka, Director of Compensation and Classification

Cliff McNary, Classification and Testing Manager

Stuart R. Hamilton, Senior Compensation & Classification Analyst

Michael McEuen, Compensation and Classification Analyst

Theresa Rogers, Compensation and Classification Analyst

Glenda Quintana, HR Policy Analyst Senior

Vanessa Readwin, HR Policy Analyst Senior

---

## Purpose of Report

The State Personnel Board (SPB) Rules<sup>1</sup> requires the SPB to annually adopt and submit a compensation report to the Governor and the Legislative Finance Committee (LFC) detailing the results of the State's annual compensation survey and a review of the State's total compensation structure. 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 (SPO) analyzes to illustrate salary ranges, rates and average salaries for state classifications and benefits for employees 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 for the enhancement of the classified service pay system.

## Personnel Act & Compensation Philosophy

---

### Personnel Act

---

The State Personnel Act requires New Mexico to establish and maintain a system of personnel administration for classified employees based solely on employee qualifications and abilities, which will provide greater economy and efficiency in the management of state affairs).<sup>2</sup>

---

### Compensation Philosophy

---

The SPB, in 2001, established a policy regarding the state's approach to compensation 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."

---

<sup>1</sup> Subsection E of 1.7.4.8 NMAC

<sup>2</sup> §10-9-2 NMSA 1978

---

## Executive Summary

The classified service workforce consists of over seventeen thousand (17,000) employees within sixty-five (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, but rather a career in public service and an opportunity for state employees to deliver excellence, accountability and efficiency.

Both private and public employers seek to attract and retain qualified and dedicated employees to translate business strategy into success. As such, it is critical to have a sound compensation program that is externally competitive. However, the State's lack of attention and maintenance of the pay plan coupled with challenging economic conditions during the past decade have caused the state's classified service compensation program to fall significantly behind the market. As the economy continues to recover, pressure is being experienced as other private and public sector organizations are competing for the same workers that the State is also trying to attract and retain.

---

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

---

The State of New Mexico's pay strategy over the past fifteen years has been to be the "average" payer in the region in relation to other public sector employees. This approach was designed to balance the State's need to pay a competitive public sector salary, while remaining fiscally responsible. This had allowed the state to compete with both private and public employers in the region. Currently, the State's annual classified employee average base salary is forty-one thousand nine hundred twelve dollars (\$41,912). When compared to the primary eight state comparator<sup>3</sup> market for public sector employees, New Mexico ranks fifth (5<sup>th</sup>). However, when comparing total compensation (salary plus benefits) among the comparator market, New Mexico ranks fourth (4<sup>th</sup>). Both of these indices indicate New Mexico has achieved and maintained its goal of being the average payer within the region. However, a detailed analysis and comparison of specific classification levels shows New Mexico to be well below actual market averages. In some cases, the average salary levels for selected benchmark classifications fall over fifty percent (50%) behind market indices significantly impacting the State's ability to attract, retain, engage and reward employees.

Further analysis shows the State's classified service salary schedule to be well behind the market as a result of major and significant revisions made in 2001 to the state's salary compensation philosophy and plan that expanded the width of each range level to seventy-eight percent (78%). This change allowed employees the ability to laterally move (be promoted) in pay as skills increased rather than having to be promoted on a vertically designed pay structure. It must be noted that this philosophy was abandoned in 2002 without a return to more traditional pay band width.

Because the modified compensation plan was so wide, entry levels were not modified to accommodate negotiated and legislatively appropriated compensation (in 2007) to reflect across the board pay increases approved by the Legislature. As time went on, this failure resulted in entry levels becoming so substantially low that it impeded the state's ability to recruit and retain employees. Additionally, it contributed to vacant positions being budgeted at entry level rather than

---

<sup>3</sup> National Compensation Association of State Governments Salary Survey (NCASG)

at appropriate compensation levels resulting in insufficient funding being available to fill all vacancies. The Governor, working with the Legislature, addressed this matter by having vacancies budgeted at midpoint rather than entry. This is having a positive impact on filling vacant positions.

In order for the State to be able to retain and attract employees it must modify and budget pay schedules to reflect average market rates. This mandates that, at a minimum, pay bands be adjusted annually to address market changes. However, the market pay philosophy collapses when consistent funding is not provided.

The State must not be complacent and must be prepared to address pay concerns. Revenue shortfalls in the past few years have restricted the State from:

- Improving its competitive position in the marketplace,
- Attracting and retaining high quality employees, and
- Addressing the need for a salary structure adjustment, which may occur when funding becomes available.

Currently the LFC, the Department of Finance and Administration (DFA), and SPO have worked with the HayGroup to review and develop a methodology to address these issues.

---

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

---

Currently, over thirty-one percent (31%) of the state's job classifications are assigned to Alternative Pay Bands (APB). This is in response to the state's inability to adjust and maintain its currency of the salary structure. The structure is estimated to be at least eighteen percent (18%) behind market.

The increased number of APBs is an indicator that the State's classified service salary structure has not been maintained, resulting in salary levels falling significantly behind market resulting in an impact on agency operations.

*"The classified service structure is estimated to be at least eighteen percent (18%) behind market."*

APBs were originally 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. When external forces of demand exceed the supply of the labor market, pressure is placed on the State's compensation structure. This has caused a considerable impact upon the State's ability to attract and retain well qualified applicants, resulting in the SPB "temporarily" assigning a job classification to a higher pay band to address market pressures.

Absent ongoing maintenance and adjustments to the State's compensation structure, New Mexico will continue to fall further behind each year in its ability to competitively recruit and retain employees, especially in critical occupations. The compensation structure not being addressed in past years has substantially impacted the total cost to adjust the pay plan. Currently, the cost to adjust the salary structure is estimated to be as much as eighty million dollars (\$80 million)

---



depending on the methodology utilized. Had the State annually made structure adjustments over the past twelve (12) years, the current fiscal impact would be reduced substantially to between nine (\$9) and fifteen (\$15) million dollars.

---

### Total Compensation Components Unbalanced

---

Total compensation for employees consists not only of the cost of the direct pay received but also the value/cost to the State of benefits provided to employees. For the State's classified service, the percentage of total compensation provided in direct salary versus indirect benefits is skewed towards providing higher indirect benefits by as much as ten percent (10%). When compared to both public and private sectors, the State contributes significantly more to employees in both medical and retirement benefits.

Total compensation, or indirect benefits, is inclusive of health, dental, life and disability insurance, pharmacy and vision insurance, retirement, deferred compensation, paid leave (annual, sick and holiday), compensatory time off and all other types of leave.

Health insurance costs make up a significant portion of indirect benefit costs and are a recruiting factor for the State. Nationally, employers, including New Mexico, are beginning to more effectively manage benefits to maximize the return on investment to both the organization and to its workforce. An example of actions being taken is that an increasing number of organizations are paying one hundred percent (100%) of coverage for the employee while requiring employees to pick up a greater portion, if not all, 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 contribution 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 recently been significant changes to PERA plans to include modifications to employer/employee contribution rates and movement to a thirty (30) year plan for new employees. Currently, the PERA retirement calculation considers both years of service and average highest earnings.

It is important that employees be provided with a complete picture of the total value of their compensation package with the State of New Mexico, including both direct and indirect compensation. SPO is working with DFA and General Services Department (GSD) to develop, within PeopleSoft, a total compensation statement to annually be provided to each employee.

As costs continue to increase for all of the major components of total compensation, discussions must continue to ensure the State is providing the most effective combination of salary and benefits to enhance recruitment while remaining fiscally responsible.

---

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

---

State employee pay is behind market rates by nine and eight-tenths percent (9.8%) on average; however, when the one hundred and fifty-two (152) benchmark classifications utilized by the State are individually analyzed, approximately forty-seven percent (47%) of these classifications trail the market rate by more than ten percent (10%). Conversely,

only twenty-four percent (24%) of these benchmark classifications average pay is at or slightly above the compared market rate. More critically demonstrated is that there is a wide variance among actual benchmark classifications with averages ranging from forty-three percent (43%) below market rates to as much as sixty percent (60%) above market.

Compa-ratio<sup>4</sup> is a position within a pay range relative to the midpoint (see page 28) of a pay range and is an industry standard measurement of a compensation plan.

When evaluated by individual agencies:

- The average compa-ratio throughout the State ranges from eighty-eight percent (88%) to one hundred and fourteen percent (114%),
- Nineteen (19) executive agencies have an average compa-ratio of less than one hundred percent (100%), and
- Three (3) executive agencies have an average compa-ratio of over one hundred and ten percent (110%).

---

*The midpoint or close to it has become  
the entry level for new hires.*

This again is indicative that in most agencies, the midpoint or close to it has become the entry level for new hires. The lack of pay adjustments available for tenured employees has resulted in significant compaction for tenured employees with more experience or qualifications than new hires.

---

The use of across the board percentage based salary adjustments for all employees do not address significant compensation and underlying issues. This strategy only exaggerates the matter. This is a result of a failure to make pay plan structure adjustments since 2001 and is directly related to poor and inconsistent practices.

---

## Changing Labor Market

---

Since 2001, labor market salaries have increased forty-two and four-tenths percent (42.4%) while New Mexico has only authorized salary increases totaling twenty-five and three-tenths percent (25.3%). The last across the board (ACB) increase for state employees occurred in 2008. In the past two years, nationally, the economy continues to improve with unemployment rates decreasing. This is evidenced by private sector employers increasing employee salaries in order to attract and retain qualified workers. Unfortunately, this national data indicates that New Mexico usually lags behind the growth in employment. Competition is being evidenced with the egress of many state residents to other areas throughout the country based on competitive compensation levels.

---

<sup>4</sup> Salary as a percentage of pay mid-points

---

---

## Implement Variable Pay-for-Performance Reward System

---

SPO is assessing the feasibility of introducing variable pay-for-performance models into the classified service compensation system. These systems are currently being utilized successfully in other government entities and may include merit increases to base salaries, variable rewards, bonuses, and incentive pay.

In general, the state's compensation system must align pay with results to recognize and reward employees for their contribution to the success of the agency. Implementation of this concept would allow recognition of employees who are engaged more and add more value to the success of an agency. To be effective, variable pay must accommodate market fluctuations and cost of living. Variable pay mechanisms are important components of a reward system that provides effective methods for rewarding performance, short-term assignments or compensation for special situations and in retaining employees.

---

## Classification System Changes

---

In 2001<sup>5</sup>, the State revised the classification and compensation system resulting in a twenty-seven percent (27%) reduction in the number of job classifications from one thousand two hundred (1,200) to eight hundred and sixty-seven (867). This project, included:

- The compensation plan increased from a fifty percent (50%) spread to a seventy-eight percent (78%) spread due to a change in the State's compensation system and strategy which was abandoned shortly after its establishment, and
- Abolishment of minimum qualifications for each classification.

The implementation and then abandonment of *NM.HR.2001*'s premises coupled with the impact of the economic downturn significantly contributed to the State's ability to attract and retain employees. In 2011 SPO initiated a review of all classifications. This has resulted in all classifications and job descriptions being, or in process of being, modified to now address:

- Requisite minimum qualifications for each classification, and
- A specific description of the job duties and responsibilities related to the duties of the position.

These changes resulted in applicants having a better understanding of the duties of the job and the qualifications required, resulting in better qualified applicants being hired.

---

<sup>5</sup> NM.HR.2001

---

---

## System Maintenance Costs

---

In a joint effort with both LFC and DFA, a methodology was developed to ensure the cost of a one percent (1%) salary increase for classified and exempt employees for a full year. 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 (millions)
1%	\$5,210.0

---

# Salary Surveys & Data Sources

---

## Annual Salary Survey Purpose

---

SPO annually conducts a salary survey to determine and ensure the competitiveness of the State's salary structure (pay bands) and current pay practices (actual pay) with State's comparator markets. This allows an assessment of the competitiveness of pay and benefits (insurance, leave, etc.) to the markets. SPO uses numerous and recognized key source surveys to collect salary data (Appendix A).

Benchmark classifications for comparative analyses were selected based on the following criteria and are consistent with past year comparison entities. These represent a:

- Large sample of state employees,
- Variety of job occupations (clerical, administrative, trade, counseling, law enforcement, etc.), and
- Range of levels in job complexity (measured in job content points)

---

## National Compensation Association of State Governments Salary Survey

---

SPO participates annually in a comprehensive salary survey of benchmark job classifications sponsored by the National Compensation Association of State Governments (NCASG). The NCASG's primary objective is to improve the validity of job matches and accuracy of data in salary surveys among the states and reduce the number of individual surveys exchanged among the states on an annual basis.

In 2013, thirty-eight (38) state governments participated in this annual survey, representing six hundred seventy-eight thousand (678,000) public sector employees. In 2013, New Mexico identified job matches for two hundred and twenty (220) of the two hundred and thirty-five (235) benchmark classifications in the survey. One hundred and fifty-two (152) core benchmark classifications were used in the analysis contained in this report.

---

## Total Compensation

The U.S. Bureau of Labor Statistics 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.

Employer-provided employee benefits remain an important part of the total rewards package in attracting and retaining workers.

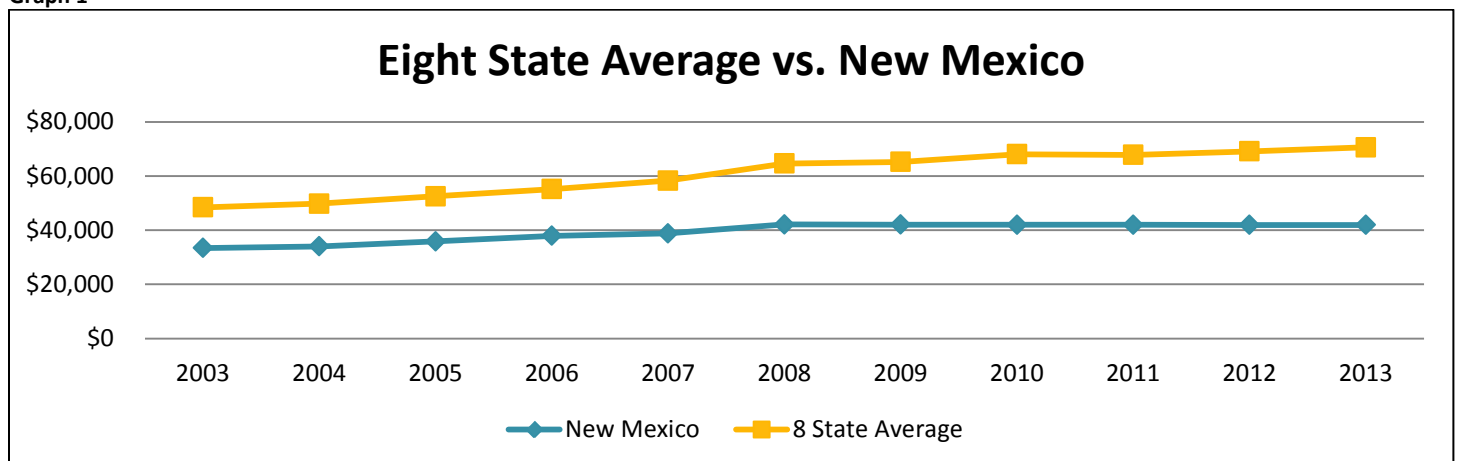
### Eight State Comparator Market

When compared to the eight (8) state comparator salary markets, Table 1 shows that New Mexico ranks fourth (4<sup>th</sup>). In 2000 the HayGroup reviewed the benefits offered by the State and ranked the benefit package at the median level or slightly above the average benefit package of the comparator market. New Mexico participates in an annual total compensation survey with the results continuing to support this ranking (See Appendix B). Increases to both salary and benefits have resulted in significant growth in total compensation for these states. Graph 1 compares the total compensation (salary plus benefits) of New Mexico against the average of the eight states comparator market.

Table 1

<b>Eight – State Comparator Market Total Compensation Ranking</b>	
Wyoming	\$84,653
Utah	\$79,407
Colorado	\$78,547
<b>New Mexico</b>	<b>\$72,156</b>
Nevada	\$72,000
Arizona	\$70,790
Oklahoma	\$60,644
Texas	\$59,987
Kansas	\$58,803

Graph 1



## Total Classified Compensation Calculation Sample

Table 2 and Chart 1 provide a typical breakdown of the components of the State of New Mexico's total compensation for its classified employees resulting in the 2013 average base salary to be \$41,912. This is fifty-eight and one-tenth percent (58.1%) of total compensation. The remaining employer sponsored indirect components of total compensation (mandated benefits, insurance and paid time off) is valued on average at thirty thousand two hundred forty-four (\$30,244) or forty one and nine-tenths percent (41.9%) of total compensation, resulting in a total compensation annual amount of seventy-two thousand one hundred fifty-six (\$72,156). In general, for each one dollar (\$1) paid by the State in direct base salary, employees receive an additional sixty-one cents (\$0.61) worth of additional value-added indirect (benefits) compensation.

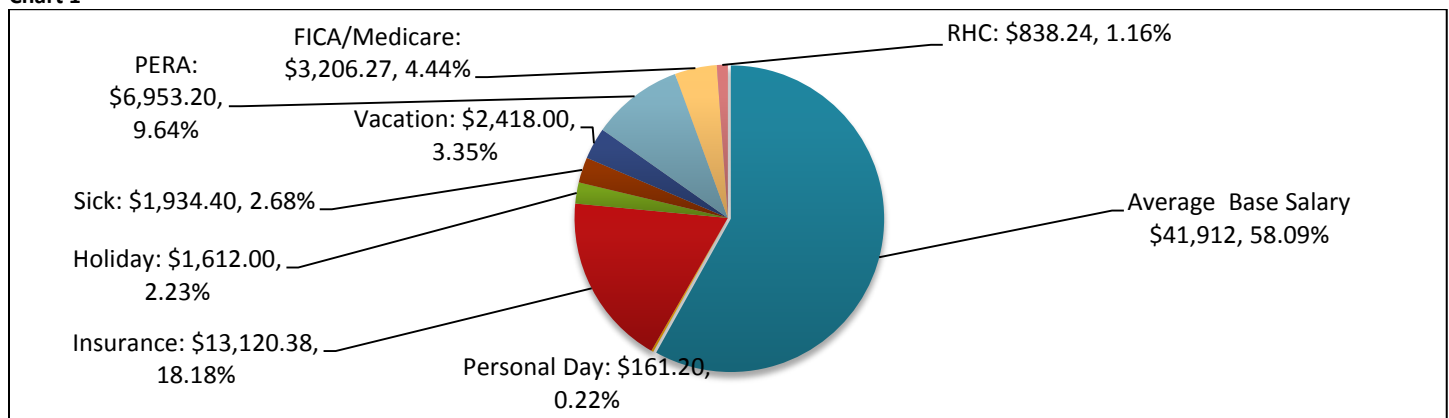
*In general, for each one dollar (\$1) paid by the State in direct base salary employees receive an additional seventy-two cents (\$0.72) worth of additional value-added indirect (benefits) compensation.*

It should be noted that the value of benefits increased slightly in FY13 due to legislatively mandated contribution changes increasing the state's contribution toward retirement and retiree health care.

Table 2

<b>Average Base Salary:</b>		<b>\$41,912.00</b>	<b>58.09%</b>
<b>Employer Sponsored Benefits:</b>			
<b>FICA/Medicare</b>	(6.2% / 1.45% of gross salary)	\$3,206	4.4%
<b>PERA</b>	(15.09% of gross salary)	\$6,953	9.64%
<b>RHC</b>	(2.0 % of gross salary)	\$838	1.16%
<b>Vacation</b>	(120 hours per year)	\$2,418	3.35%
<b>Sick</b>	(96 hours per year)	\$1,934	2.68%
<b>Holiday</b>	(80 hours per year)	\$1,612	2.23%
<b>Insurance</b>	(less than \$50,000 tier)	\$13,120	18.18%
<b>Personal Day</b>	(8 hours per year)	\$161	0.22%
<b>Total Benefits</b>		<b>\$30,244</b>	<b>41.9%</b>
<b>Total Compensation (Salary + Benefits):</b>		<b>\$72,156</b>	<b>100%</b>

Chart 1



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

## Employer Costs for Employee Compensation vs. New Mexico

A breakdown of total compensation components in New Mexico compared to national trends for civilian workers, private industry, and state and local government is shown in Table 3. 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 fifty-eight and one-tenth percent (58.1%) of total compensation as compared to approximately sixty-five percent (65%) for state and local governments nationally. When compared nationally to all civilian workers or workers in private industry, state employees earn approximately ten percent (10%).

Table 3 shows that when New Mexico is compared nationally to other state and local government, an imbalance exists between salaries and benefits. The State's direct compensation lags other state and local government by six and four-tenths percent (6.4%); conversely, indirect compensation in New Mexico is greater than the state and local government average by six and four-tenths percent (6.4%). This is a significant as it is a contributing factor in the State's ability to attract and retain qualified employees.

While the survey indicates that the amount of leave (paid time-off) provided by the State is only one and one-tenth percent (1.1%) greater than the national average, the percentage of insurance (medical, dental, vision, etc.) coverage paid by the State is seven and one-tenth percent (7.1%) greater than other public sectors provided. Nationally, in both public and private sectors, a trend is occurring to address escalating health insurance premiums by having employees cover a greater percentage of their benefits through increased premium rates, higher co-pays, yearly deductibles and only providing coverage for spouses or dependents who are employed elsewhere but their employers do not provide health insurance. 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. Analysis of the impact to the State of national legislation to address health care will be made this year.

Table 3

Compensation Component	Civilian Workers	Private Industry	State & Local Government	State of New Mexico
<b>Wages and salaries</b>	69.2%	70.3%	64.5%	58.1%
<b>Benefits</b>	30.8%	29.7%	35.5%	41.9
Paid leave	7.0%	6.9%	7.4%	8.5%
Supplemental pay	2.4%	2.8%	0.8%	0.0%
Insurance	9.0%	8.2%	12.2%	19.3%
Health	8.5%	7.7%	11.8%	18.2%
<b>Retirement and savings</b>	4.7%	3.7%	9.0%	9.6%
Defined benefit	2.9%	1.6%	8.3%	9.6%
Defined contribution	1.8%	2.1%	0.8%	-
<b>Legally required</b>	7.8%	8.2%	6.1%	4.4%

It must be noted that “retirement and savings” in “state and local government” is almost twice the national average for civilian workers. This was done as a recruitment mechanism in the late 1960’s. While defined benefit programs have been phased out in most private sector organizations, they are also beginning to be used less in the public sector. Although deferred earnings are critical to maintaining a comfortable living in later years, a key issue with employer paid retirement is that this liability continues long after an employee has left the organization.

*Today’s workers tend to move between different organizations more often and be attracted to portable retirement plans when they leave an organization.*

A solid retirement plan is 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 often and be attracted to portable retirement plans when they leave an organization. Although there is no dispute on the importance of retirement and the time value of money, it may be time to review the balance between the various components of total compensation.

## National Trends

It is critical for key stakeholders to be familiar with what trends are occurring in compensation administration at national, regional and local levels in terms of comparator market activity and economic indicators. This places the State’s current compensation program in perspective and provides the rationale behind specific recommendations made by SPO.

*SPO’s research indicates that most organizations plan to provide merit increases of approximately three percent (3%) in FY14.*

SPO’s research indicates that most organizations plan to provide merit increases of approximately three percent (3%) in FY14. Survey sources indicate that organizations as a whole across all industries plan on providing increases that range from zero percent (0%) to three and seven-tenths percent (3.7%) (Table 4). See Appendix A for comprehensive data resources.

WorldatWork indicates that US employers plan on providing an average three percent (3%) 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 two and six-tenths percent (2.6%) in 2014, which is slightly above the actual 2013 salary increase rate of one

Table 4 Industry Related Trends & Data Sources	
Organization	2014
WorldatWork	3.0%
WorldatWork Public Sector	2.6%
HayGroup	3.0%
Mercer	2.9%
Towers Watson Data Services	2.9%
Aon Hewitt	3.0%
BLR	2.5%
The Conference Board	3.0%
Culpepper	3.0%
The Creative Group	3.7%
Empsight International LLC	2.5%
Social Security Administration	1.5 %



and seven-tenths percent (1.7%).

The Social Security Administration announced that it will provide a one and seven-tenths (1.7%) cost of living (COLA) adjustment to Social Security and Supplemental Security Income benefits for more than fifty-seven (57) million Americans.

## Economic Data

### Employment Cost Index (ECI)

The ECI measures changes in compensation costs. This includes wages, salaries and employer costs for employee benefits. Annual compensation costs for civilian workers increased one and nine-tenths percent (1.9%) for the year that ended September 2013 (Table 5).

Annual compensation costs for state and local government workers increased one and seven-tenths percent (1.7%) for the year that ended September 2013. This is down from one and eight-tenths percent (1.8%) for the year that ended September 2012.

Effective April 2007, the methodology for collecting and reporting Employment Cost Index (ECI) changed, which has had 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 eighty percent (80%) of the population of the United States) increased one and two tenths percent (1.2%) for the 12 prior months that ended September 2013 (Graph 2). The September index of 234.149 up from 231.407 (not seasonally adjusted) (1982-84 = 100) was up from 226.889 (not seasonally adjusted) in the 12 months that ended September 2012. Supporting data may be found at [www.bls.gov](http://www.bls.gov).

Over the past twelve (12) years New Mexico has not kept pace with salary increases when compared to either the CPI-U or the WorldatWork indicators, nor has there been any correlation between salary increases and economic/market

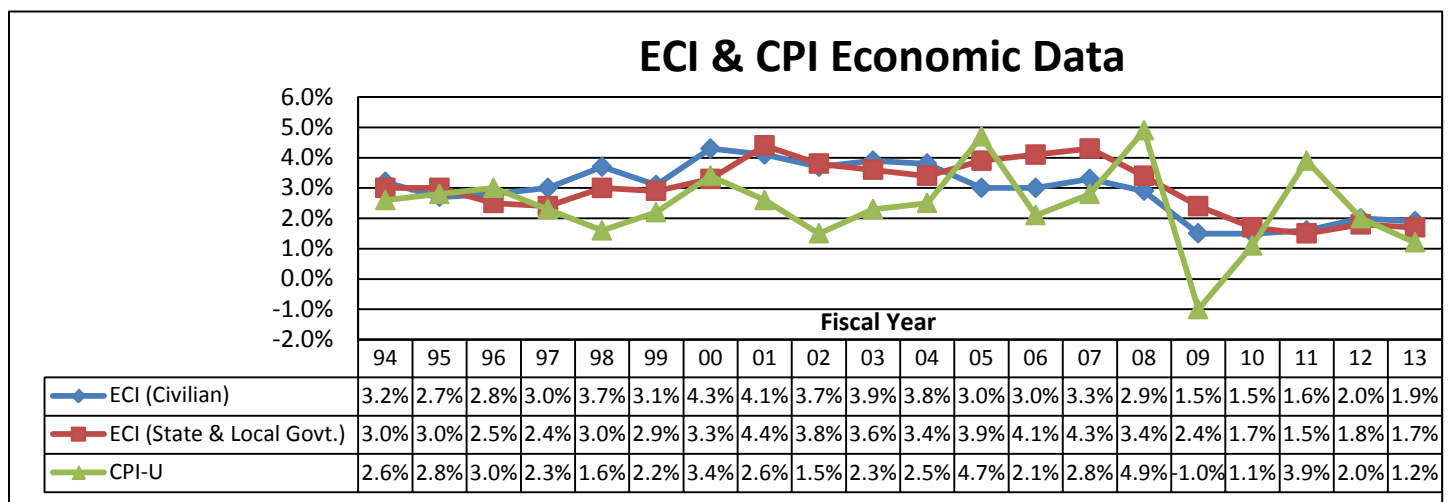
Table 5

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%	-1.0%
2010	1.5%	1.7%	1.1%
2011	1.6%	1.5%	3.9%
2012	2.0%	1.8%	2.0%
2013	1.9%	1.7%	1.2%

trends. This is understandable due to the fact that salary increases to State employees have not been appropriated for several years (Graph 2).

Graph 3 compares the CPI-U (shaded area) and the national salary market movement as determined by WorlдатWork against the Legislatively Authorized salary increases in New Mexico.

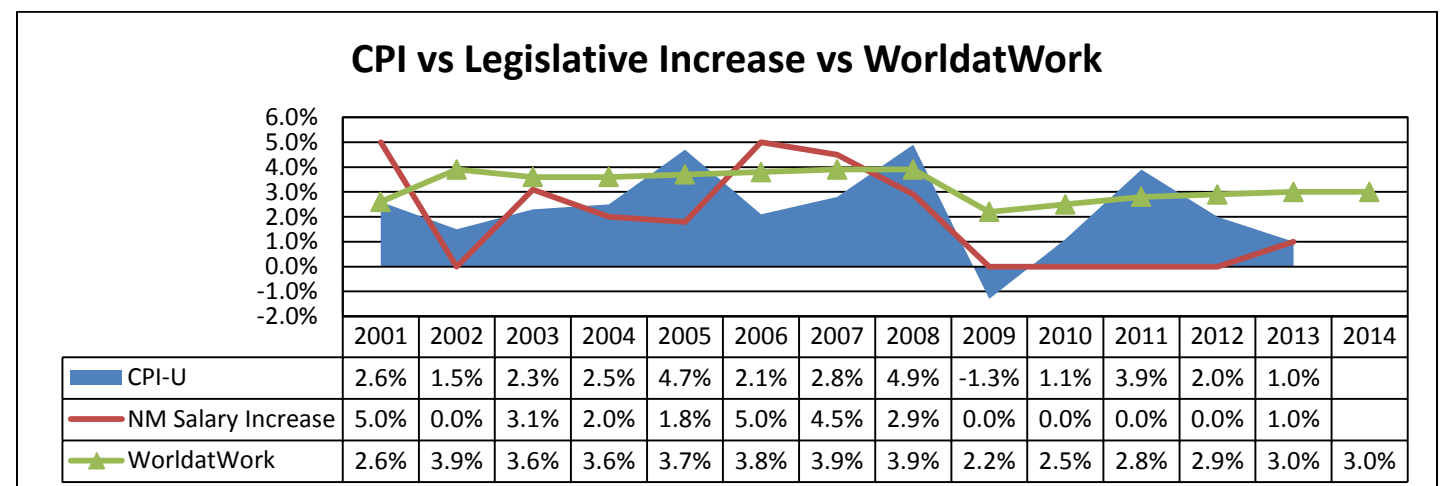
Graph 2



Economic and funding challenges in the past decade have restricted the State from taking meaningful steps to provide salary increases in recent years; however, as adequate funding becomes 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.

Graph 3



## Regional Trends

Table 6 below illustrates the average classified salary for New Mexico and the eight state comparator market for the past ten (10) years. This table shows how the average annual salary has changed year to year and the furthest column to the right shows the percent change in average salary from 2002 to 2013. 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 6

10 Year Eight State Average Base Comparison										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Arizona</b>	\$31,454	\$31,960	\$34,879	\$36,607	\$37,077	\$37,448	\$37,630	\$36,695	\$34,973	\$35,422
<b>Colorado</b>	\$45,425	\$48,360	\$52,104	\$50,328	\$52,017	\$53,952	\$55,044	\$51,072	\$50,955	\$52,270
<b>Kansas</b>	\$44,429	\$33,931	\$35,074	\$34,511	\$36,664	\$38,248	\$38,100	\$35,235	\$37,855	\$36,356
<b>Nevada</b>	\$43,550	\$44,556	\$48,099	\$48,325	\$49,694	\$55,704	\$55,704	\$55,704	\$55,704	\$46,446
<b>New Mexico</b>	\$34,018	\$35,834	\$37,918	\$38,820	\$42,099	\$42,058	\$41,986	\$41,995	\$41,912	\$41,912
<b>Oklahoma</b>	\$29,963	\$30,722	\$32,534	\$34,356	\$34,686	\$34,984	\$35,200	\$32,495	\$35,540	\$36,314
<b>Texas</b>	\$32,565	\$32,809	\$34,121	\$36,124	\$37,365	\$38,461	\$39,232	\$39,265	\$40,223	\$40,310
<b>Utah</b>	\$35,851	\$37,440	\$37,996	\$38,030	\$42,504	\$42,562	\$42,635	\$39,312	\$45,114	\$45,749
<b>Wyoming</b>	\$36,106	\$37,474	\$39,385	\$40,012	\$43,686	\$45,822	\$45,822	\$44,764	\$48,352	\$47,922

\* Nevada data was estimated from 2009-2012, as the state was unable to provide actual salary data until 2013.

## New Mexico Trends

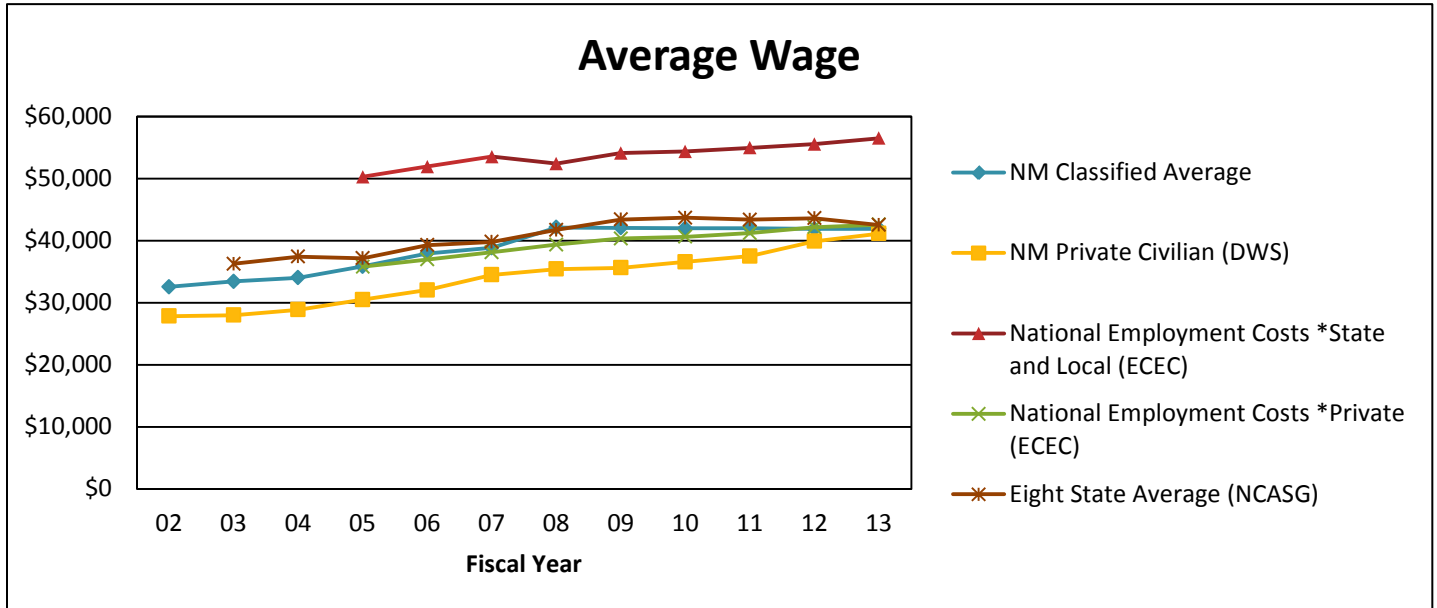
The average classified employee salary was \$41,912 as of July 2013 as compared to an average NM private industry salary of thirty-six thousand six hundred twenty-four dollars (\$36,624)<sup>6</sup>. Nationally, as of October 2013, the average salary for private employers was forty-two thousand five hundred seventy-seven (\$42,577) as compared nationally to a fifty-six thousand four hundred ninety-three (\$56,493) average for state and local governments based on Employer Costs for Employee Compensation report<sup>7</sup>.

New Mexico's average classified employee salary is approximately twelve and six-tenths percent (12.6%) higher than New Mexico's civilian employee average salary, approximately one and fifty-six one-hundredths percent (1.56%) below the national average salary and nationally thirty-five percent (35%) below state and local government average. Graph 4 provides the twelve (12) year trend of average salaries reported for the three sources listed above. It is important to note that since FY05 national, eight state, and both the NM civilian and state classified employee averages are at relatively the same average while nationally public sector wages continue to trend higher.

<sup>6</sup> Quarterly census of Employment and Wages, NMDOL

<sup>7</sup> Bureau of Labor Statistics, US Department of Labor

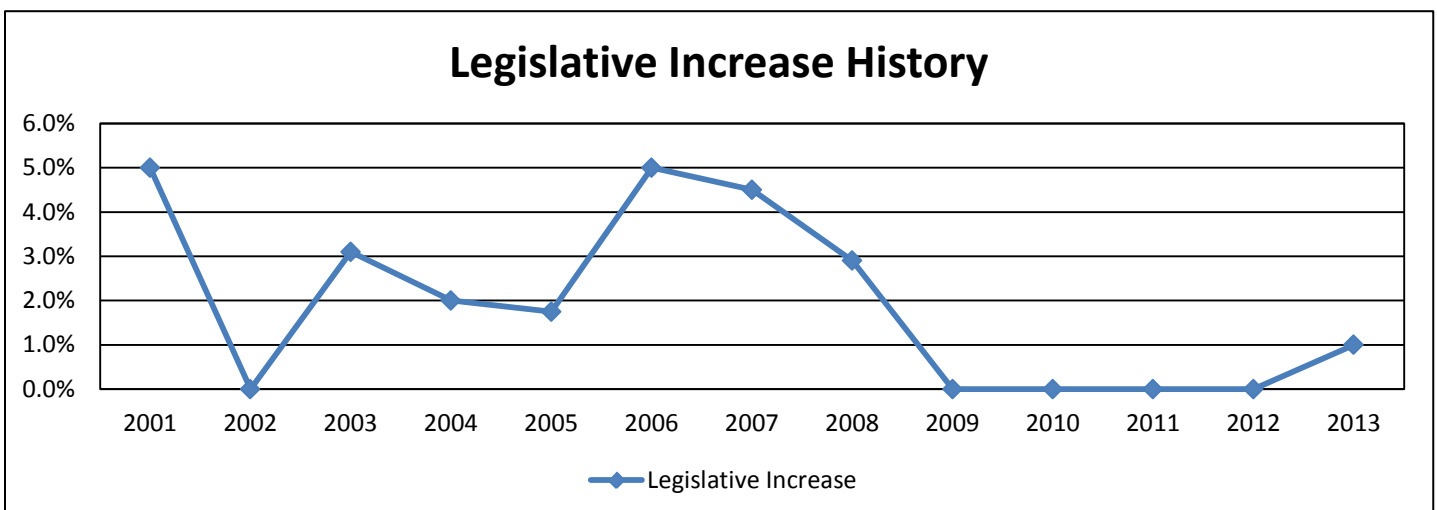
Graph 4



## New Mexico Legislatively Authorized Salary Increases

Graph 5 shows the legislatively appropriated salary increases for each of the past thirteen (13) fiscal years. This 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 this time frame New Mexico has spent over one hundred and eight million dollars (\$108,671,568) in general fund appropriations for annual salary increases. However, a majority of this funding was appropriated prior to FY09. Specific information for each year can be found in Appendix D

Graph 5



# Base Pay Analysis

## Maintaining External Competitiveness

New Mexico's compensation strategy for at least the last decade has been to "match" the market and be the average payer in the compared region. In 2013, New Mexico ranked fifth (Table 7) in the eight state comparator market. However, this simple indicator is misleading and requires a further in-depth analysis to show how New Mexico's ranking compares to similar benchmark jobs in the comparator market based on similar job content, size and complexity, qualifications and working conditions.

The Appendix E shows the average classified salary over the past thirteen (13) years for New Mexico as compared to the average within the eight state comparator market and the relationship between the two components for each year. This must be viewed as a snapshot in time macro-indicator, and cannot and should not be construed to depict how each comparator state administers 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.

## New Mexico Classified Employee Average & Median Salary Comparison

Average and median classified salaries advanced from 2003 to 2008 and have remained constant since 2008 (Graph 6). During this time, average salaries increased by twenty-eight percent (28%) or nine thousand one hundred and ninety-four dollars (\$9,194) and median salaries increased by twenty-eight percent (28%) or eight thousand two hundred and fifty-nine dollars (\$8,259). As a result of economic pressures most of this advancement occurred prior to FY08. It must be pointed out that the dollar difference between average and median is that the median rate has traditionally been lower than the average salary due to a large number of employees earning less than the average annual salary of forty-one thousand nine hundred twelve dollars (\$41,912).

*Fifty-three and one-tenth percent (53.1%) of New Mexico's classified employees earn between twenty thousand dollars (\$20,000) and forty thousand dollars (\$40,000) annually.*

Table 7

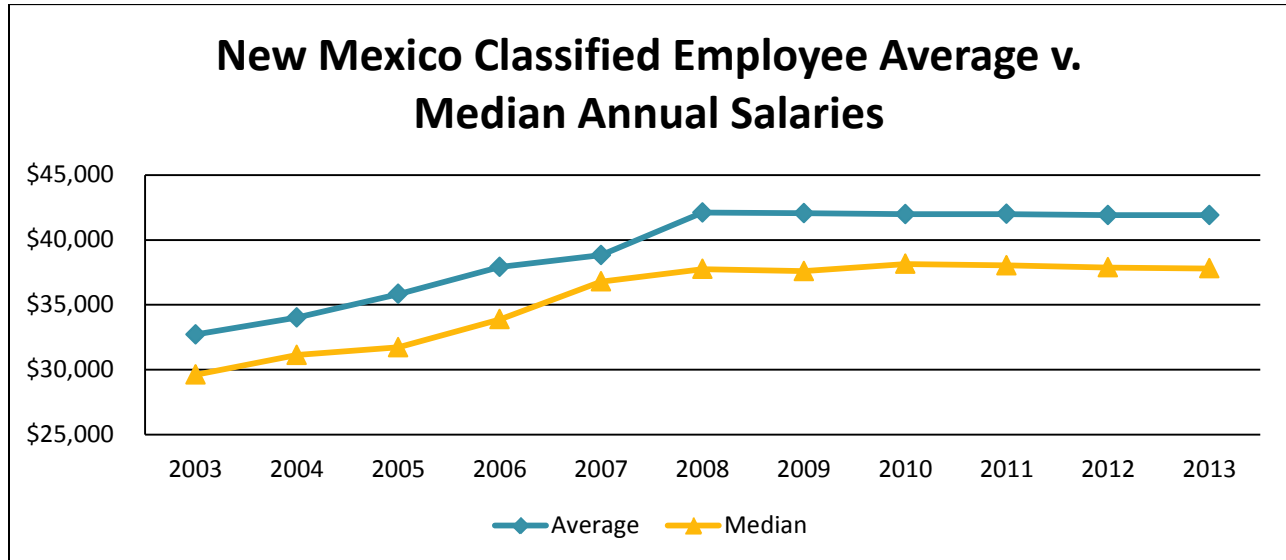
### Eight – State Comparator Market Base Compensation Ranking

Colorado	\$52,270
Wyoming	\$47,922
Nevada	\$46,446
Utah	\$45,749
<b>New Mexico</b>	<b>\$41,912</b>
Texas	\$40,310
Kansas	\$36,356
Oklahoma	\$36,314
Arizona	\$35,422

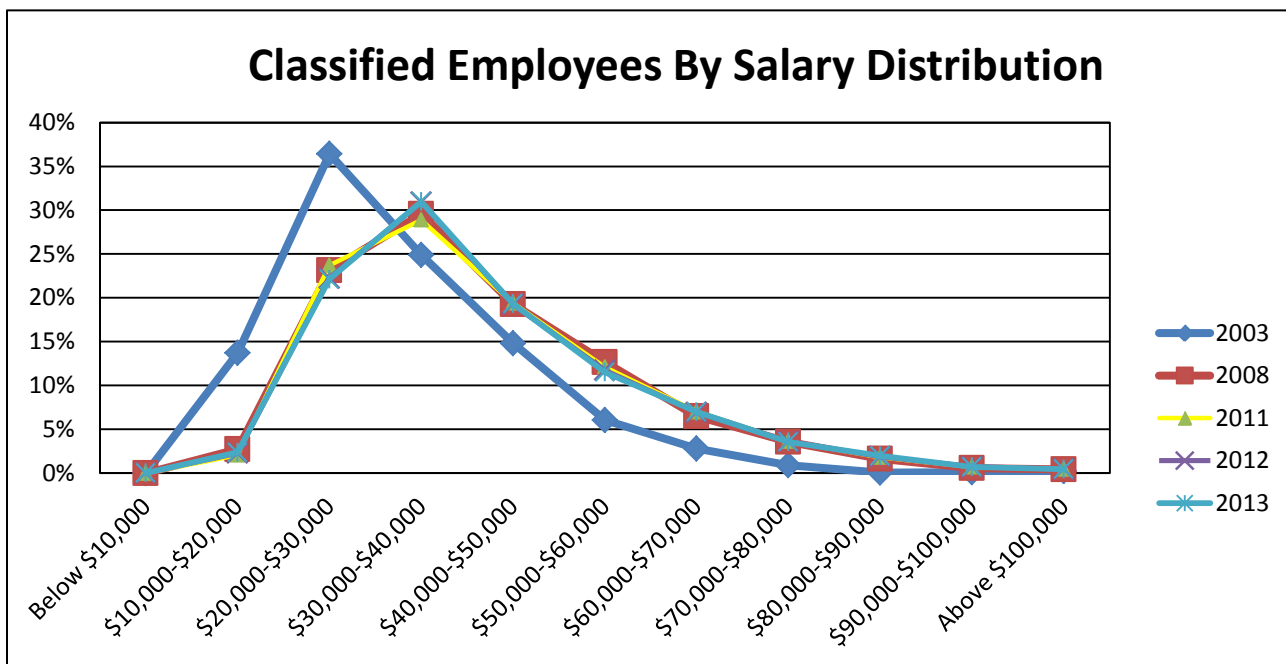
This is further illustrated upon review of the distribution of classified employees by earnings between FY03 and FY13 (Graph 7) as a result of a significant shift in the number of classified employee's earnings occurred. FY13 data shows that fifty-three percent (53.1%) of New Mexico's classified employees earned between twenty thousand dollars

(\$20,000) and forty thousand dollars (\$40,000) annually. Supplemental information may be found in Appendix C.

Graph 6



Graph 7



## Benchmark Comparison and Analysis

Since it is virtually impossible to collect salary data from the comparator market on each and every job classification used in the classified service, SPO uses “benchmarking” in its market pricing activities.

- Benchmarking is the process of selecting jobs that represent defined reference points.
- Market pricing is the process of establishing market composite rates, which are market average for each benchmark job obtained from any and all appropriate data sources.

“Benchmarking” is a generally accepted compensation practice used as a means to establish 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.

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
- Represent a sizable portion of the workforce employed in these jobs.

SPO uses statistical analysis to create a model to explain the relationship between job size and market pay. The results of the analysis by pay band are displayed in a tabular format in Table 8.

The difference between New Mexico’s pay and the eight state comparator market pay shows NM is nine and seventy-eight one-hundredths percent (9.78%) behind the market based on analysis and straight line averages. However, a much larger difference exists in those classifications assigned to lower pay bands. The average difference in lower pay bands is:

- Eighteen and sixty-five one hundredths percent (18.65%) for pay bands 25 through 50
- Five and thirty-five one hundredths percent (5.35%) for higher pay bands 55 through 98

Table 8

NM Actual Salary vs. 8 State Comparator Market	
Pay Band	% Behind Market
25	-12.77%
30	-16.72%
35	-18.40%
40	-19.94%
45	-21.36%
50	-22.69%
55	-21.61%
60	-18.77%
65	-15.81%
70	-12.71%
75	-9.60%
80	-6.52%
85	-3.44%
90	-0.48%
95	2.36%
96	5.04%
97	7.53%
98	9.81%
Average	-9.78%

This shows that the disparity in employee pay is significantly greater on average in lower pay bands than employee pay in higher pay bands. Approximately sixty percent (60%) of the State’s classified employees hold positions assigned to pay

bands 55 through 75, with the average employee pay in those pay bands lagging the market on average by fifteen and seven-tenths percent (15.7%).

Again, this **should not be** interpreted to mean that every employee's pay is behind market by the amount stated for each pay band, but rather how far pay ranges on average are behind for various size jobs.

Since the State's salary structure is further behind the market at lower pay bands, by definition, it forces agencies to utilize 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 is even more prevalent in the lower pay bands (clerical, blue-collar, service-oriented, technical and administrative support positions) that represent approximately forty percent (40%) of the classified service.

## Average Salary Data by Pay Band

Table 9 shows the number of employees in each pay band, and employee average salary and compa-ratio by pay band. The data shows that the average compa-ratio by pay band is generally below midpoint at lower pay bands and higher at larger pay bands. This suggests that 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.

Table 9

	Average Salary	Average Compa-Ratio	# of Employees
25	\$19,179	93%	294
30	\$21,182	96%	657
35	\$22,483	95%	493
40	\$25,883	100%	1,044
45	\$28,578	100%	985
50	\$30,488	96%	1,469
55	\$32,998	92%	2,630
60	\$36,791	95%	2,334
65	\$42,885	100%	2,304
70	\$47,298	99%	1,868
75	\$55,810	104%	1,554
80	\$63,275	104%	763
85	\$70,392	101%	897
90	\$80,023	101%	367
95	\$88,840	97%	154
96	\$100,277	95%	53
97	\$133,462	107%	10
98	\$150,607	105%	32
99	\$242,341	91%	3

When the data in this table is paired with the data in Table 8, the difference in pay between New Mexico and the market becomes more concerning. For example, the average compa-ratio for pay band 45 is one hundred percent (100%), and the average pay at this pay band is positioned at twenty percent (21.36%) behind market; the true average pay for positions in pay band 45 is actually twenty percent (20%) behind market. This indicates that the midpoint represents



seventy-nine percent (79%) of the market and the minimum represents approximately fifty-one percent (51%) 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 51 cents (\$0.51) on the dollar.

---

## Average Salary Data by Agency

---

The table in Appendix J illustrates data similar to the section above grouped by state agency. The average compa-ratio by agency for classified employees ranges from the New Mexico Department of Corrections at eighty-eight percent (88%) compa-ratio to the New Mexico Educational Trust Board at one hundred and fourteen percent (114%). The average compa-ratio for all employees is approximately ninety-nine percent (99%).

---

## Benchmark Classification Studies that Solved Staffing and Pay Issues

---

Three benchmark classifications (Table 10) that saw major reworking in FY13 were:

- the Child Protective Service (CPS) Caseworker series,
- Chief Financial Officer series, and
- Motor Vehicle Division (MVD) Agent series.

The Children, Youth and Families Department (CYFD) was quick to move their FTEs into the new CPS classification series which correctly identified distinct roles of:

- Intake,
- Investigations,
- Permanency Planning,
- In-Home Services,
- Placement,
- Adoption and
- Youth Transition Services.

These positions previously had been classified into a generic Social and Community Services Coordinator as a “best fit.” This resulted in CYFD not being able to properly identify, recruit and compensate qualified employees performing jobs crucial to the delivery of Protective Services.

A critical issue for CPS was the pay structure of Investigators, where vacancies and turnover were highest, due to the difficult and somewhat dangerous nature of the work. By changing the required qualifications of the Investigator series to match up with assigned duties, SPO was able to adjust the pay structure, making the Investigator Caseworker classification a bigger and more desirable job within the CPS job family.

---

Table 10

Title	Pay Band	Alt. Pay Band	Min. Hourly	Mid. Hourly	Max. Hourly	Min. Annual	Mid. Annual	Max. Annual
SCI Worker	60		\$13.44	\$18.67	\$23.90	\$27,959	\$38,831	\$49,704
SCI Worker Senior	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
SCI Supervisor	70		\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
CPS Case Worker	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CPS Senior Case Worker	70		\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
CPS Supervisor	75		\$18.54	\$25.75	\$32.96	\$38,558	\$53,552	\$68,547
CPS Perm. Worker	60		\$13.44	\$18.67	\$23.90	\$27,959	\$38,831	\$49,704
CPS Perm. Sr. Worker	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CPS Perm. Supervisor	70		\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
IHS Practitioner	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
IHS Practitioner Supervisor	70		\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
CPS Place Worker	60		\$13.44	\$18.67	\$23.90	\$27,959	\$38,831	\$49,704
CPS Place Sr. Worker	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CPS Place Specialist	70		\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
CPS Place Supervisor	70		\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
CPS Adoption Consultant	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CPS Family Mediator	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CPS Youth Transition	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CPS Title IV-E Specialist	65		\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
CFO I	75		\$18.54	\$25.75	\$32.96	\$38,558	\$53,552	\$68,547
CFO II	80		\$20.93	\$29.06	\$37.20	\$43,526	\$60,453	\$77,380
CFO III	90		\$27.16	\$37.73	\$48.29	\$56,501	\$78,473	\$100,446
MVD Agent	45	50	\$10.99	\$15.26	\$19.53	\$22,852	\$31,738	\$40,625
MVD Agent Senior	50	55	\$12.26	\$17.03	\$21.79	\$25,497	\$35,413	\$45,329
MVD Agent Supervisor	60	65	\$14.85	\$20.63	\$26.40	\$30,892	\$42,906	\$54,920
MVD Staff Administrator	65	70	\$16.53	\$22.96	\$29.39	\$34,389	\$47,763	\$61,136
MVD Bureau Chief	75	80	\$20.93	\$29.06	\$37.20	\$43,526	\$60,453	\$77,380

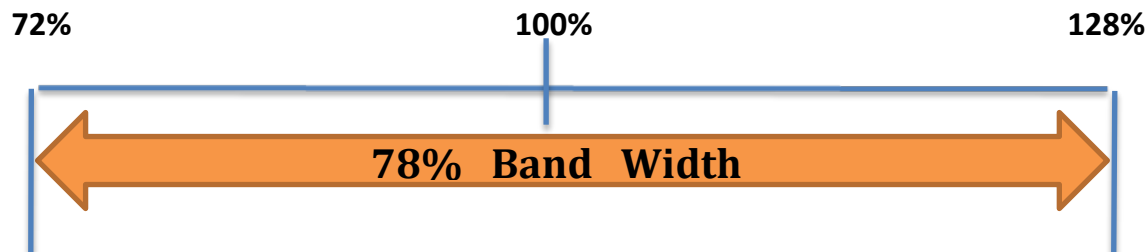
A complete listing of all one hundred and fifty-one (151) benchmark classifications and related data can be found in Appendix K.

## 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 practical system. To accomplish this organizations use job size to group individual classifications having approximately the same job size or “worth” into pay bands. SPO uses HayGroup Guide Chart-Profile Method of 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 within a specific pay band. Each pay band for classified employees is currently at a seventy-eight percent (78%) wide – meaning the maximum rate of pay is seventy-eight percent (78%) greater than the minimum rate of pay. While this band width is greater than typically found, it may minimize the impact of market increases upon hiring rates if properly managed. Pay bands act 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.

## 78% Band Width



The classified salary structure consists of 19 pay bands. Each pay band ranges from seventy-two percent (72%) compa-ratio to one hundred twenty-eight percent (128%) compa-ratio with the midpoint value of each pay representing one hundred percent (100%) compa-ratio. Compa-ratio is defined as a percentage of the pay band midpoint. The range progression between midpoint values is approximately eleven and eight-tenths percent (11.8%). This means that a pay band's midpoint value is approximately eleven and eight-tenths percent (11.8%) higher than the lower pay band. This can be seen in Appendix F.

## Regression Analysis

A linear regression line that connects the nineteen (19) midpoint values of each pay band is described as the "Policy" line. The policy line defines what the State is willing to pay. Two other linear regression based lines commonly used are the "Market" line and the "Practice" line. The market line is developed using the average pay rates for each job and based off of market analysis and the practice line represents the average pay of classified employees using actual pay rates. Simply speaking:

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

In 2001, SPO implemented a salary structure that, through regression analysis, was set at ninety-five percent (95%) of the eight state comparator markets. However, over the past decade, while the comparative market increased the classified salary structure was not adjusted. This left the State with a salary structure being significantly behind the market.

It is critical that a salary structure accurately reflect the salary market for many reasons to include recruitment, selection, retention, appropriate placement, performance management, salary increases, etc. An improperly maintained salary structure 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 FY13, new hires were hired at an average ninety-four percent (94%) compa-ratio).

Table 11 compares the classified service midpoints established by policy to the eight state comparator market rates (Market).

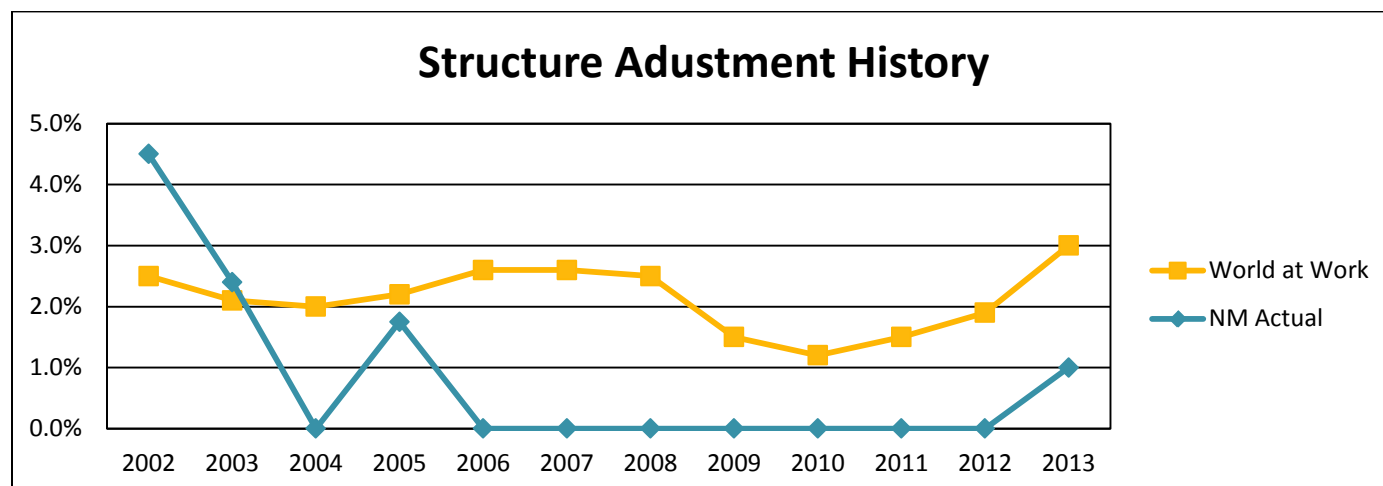
Graph 8 illustrates the level of structure movement related to key indicators over the past twelve (12) years and also identifies cumulative changes. Over the past twelve (12) years SPO data shows structures have increased twenty five and six-tenths percent (25.6%) with WorldatWork indicating its participating organizations adjusted their structures by over twenty-eight and eight-tenths percent (28.8%). However, New Mexico has only adjusted its salary structure by nine and seven-tenths percent (9.7%) upward the same time period – with most of the adjustment occurring between 2001 and 2005.

A failure to adjust the structure since 2005 has left the State with a salary structure that is approximately twenty-two and seven-tenths percent (22.7%) on average behind market. However, the **actual difference is estimated to be closer to eighteen percent (18%) behind market** due to many factors. The primary reason for this is the use of alternative pay bands (APB) to address recruitment and retention related pay issues on a limited basis where severe market pressures drive up market rates for a relatively short time period. Once the salary structure catches up to market and/or external market pressures cease to exist APBs should be removed. In the absence of any structure adjustment APBs are being overused with over one-third of classified service job classifications being assigned to APBs; this is not a short term resolution. Additionally numerous positions are misclassified. All of these factors have not been addressed for the past decade.

Table 11

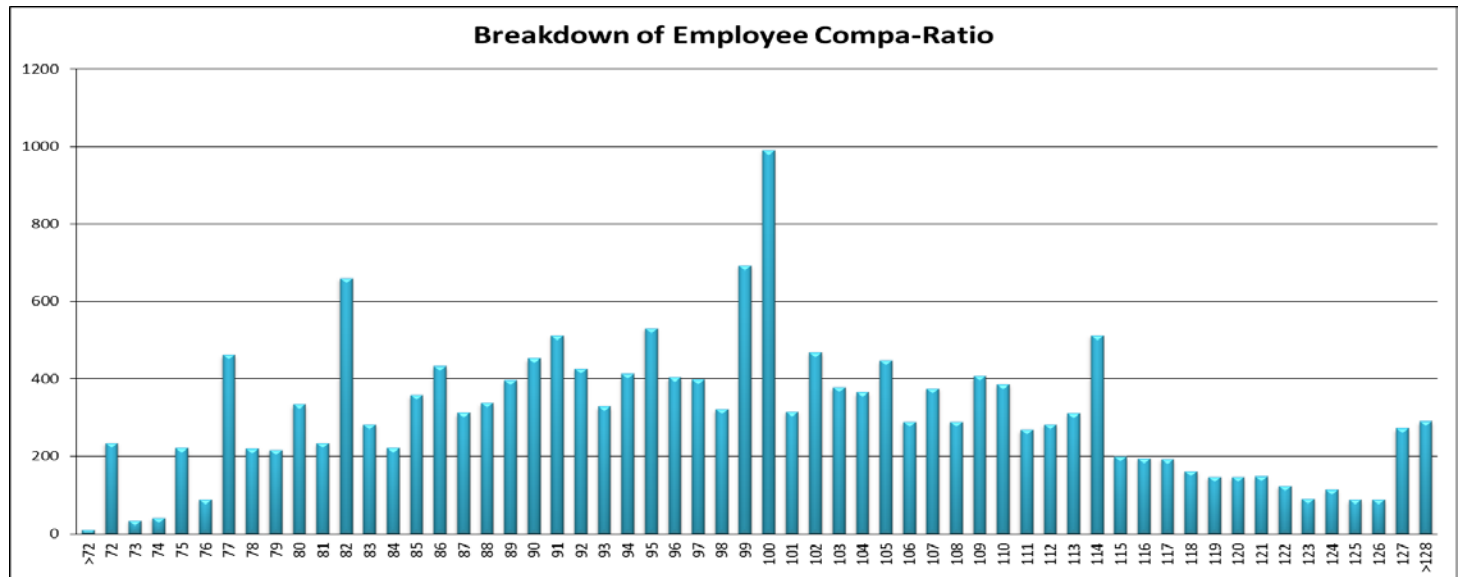
Regression Comparison (Policy vs. Market)		
Pay Band	NM Policy	Market
25	\$18,246	\$20,917
30	\$22,012	\$26,431
35	\$24,292	\$29,769
40	\$26,969	\$33,687
45	\$30,141	\$38,330
50	\$34,007	\$43,990
55	\$37,764	\$48,624
60	\$41,632	\$52,207
65	\$46,203	\$56,442
70	\$51,759	\$61,589
75	\$58,299	\$67,648
80	\$66,035	\$74,815
85	\$75,388	\$83,481
90	\$86,430	\$93,710
95	\$99,651	\$105,958
96	\$115,405	\$120,553
97	\$134,182	\$137,949
98	\$156,546	\$158,667

Graph 8



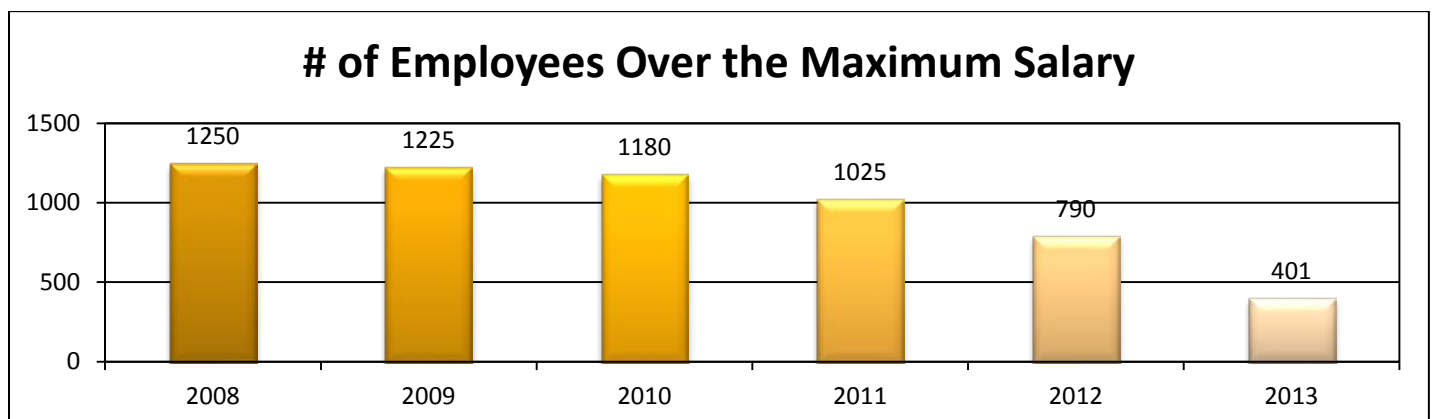
Below, in Graph 9, is the distribution of classified employee ranges which normally resembles a bell-shaped curve with several multi-modal spikes in the number of employees spread fairly evenly throughout the distribution. However, there is a larger number of employees who are at or below the pay band midpoint.

**Graph 9**



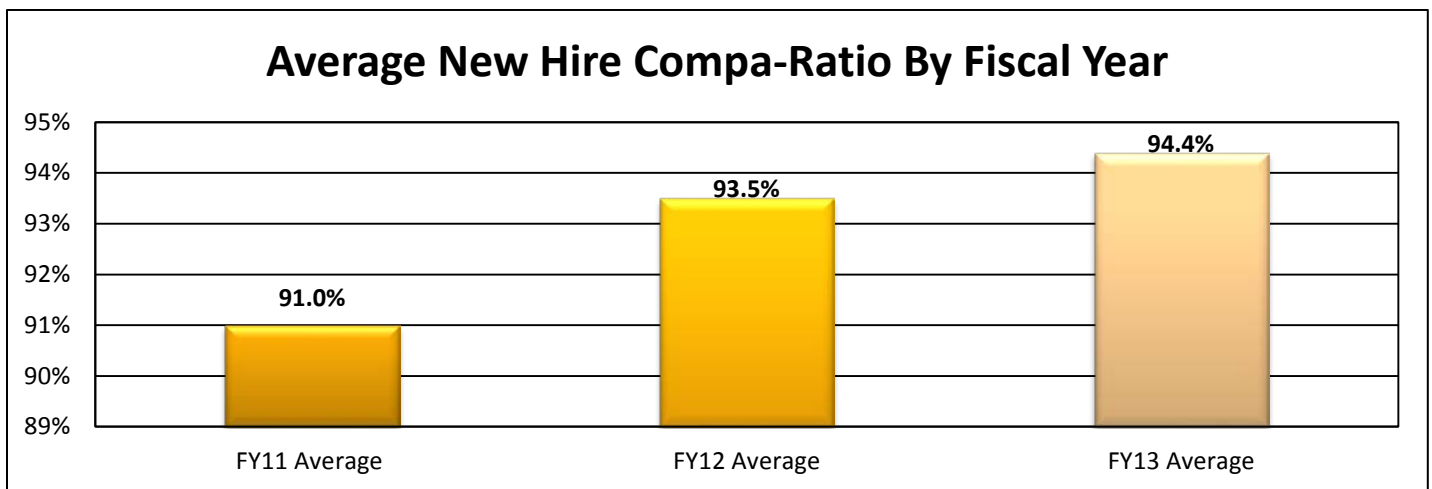
Approximately two and two-tenths percent (2.2%) of classified employee's pay rates are over the maximum of the pay band due to base-building salary increases prior to 2010. Although there was no restriction on employee salaries to go beyond the maximum of the pay band, action has been taken to ensure new employees are being hired or compensated within the pay band boundaries. Currently, this has declined from one thousand two hundred and eighty-one (1,281) employees in FY09 to four hundred and one (401) in FY13. Graph 10 below illustrates the number of classified employees whose salary was and is above the maximum pay rates of their respective pay bands. Currently only eight (8) salaries are below the minimum pay rate of their respective pay bands.

**Graph 10**

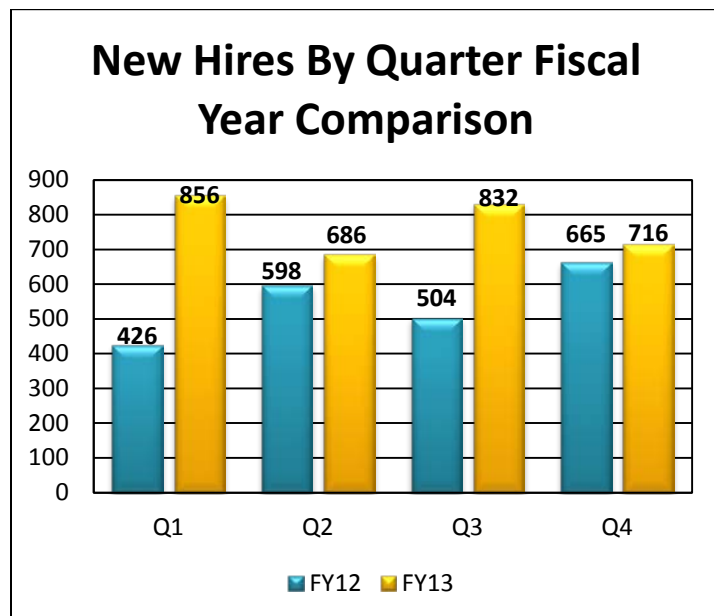


New hire pay rates, on average, were at a ninety-one percent (91%) compa-ratio in FY11. In FY12 this increased to a ninety-three and five-tenths percent (93.5%) compa-ratio, and in FY13 increased to ninety-four and four-tenths percent (94.4%) level (Graph 11). New hires with minimal experience should be hired closer to entry level rather than the midpoint of the range. This supports the concern that minimum pay band rates significantly lag the market with midpoints being the entry level for classified positions.

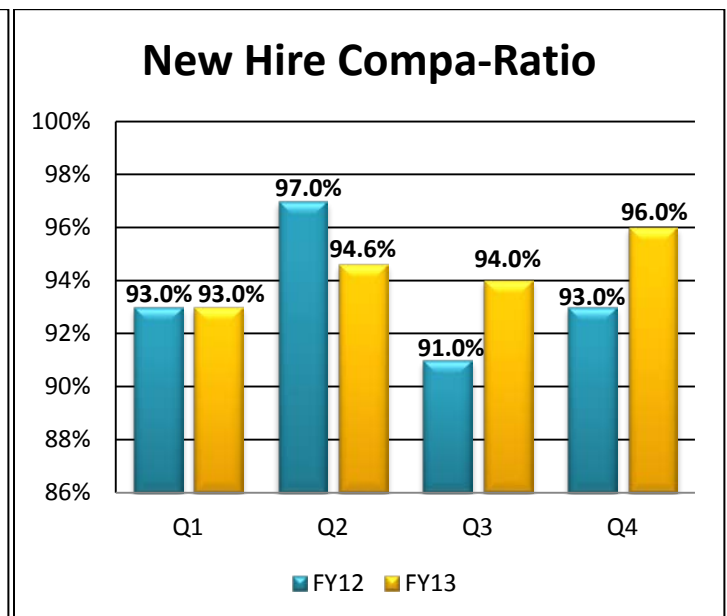
Graph 11



Graph 12



Graph 13



---

## Alternative Pay Bands (APB)

---

An 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 a qualified labor shortage exists, organizations compete with one other to attract and retain qualified employees. 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 APBs. While APB assignments were intended to be used on a limited basis, it has become the norm with three hundred and thirty-eight (338) out of one thousand and sixty-three (1,063) or thirty-one percent (31%) of job classifications using them. The percentage of classifications with an APB assignment dropped from thirty-three percent (33%) in FY11 to thirty-one percent (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 APBs can be found in Appendix L.

# Pay Administration

---

## Pay Mechanisms

---

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:

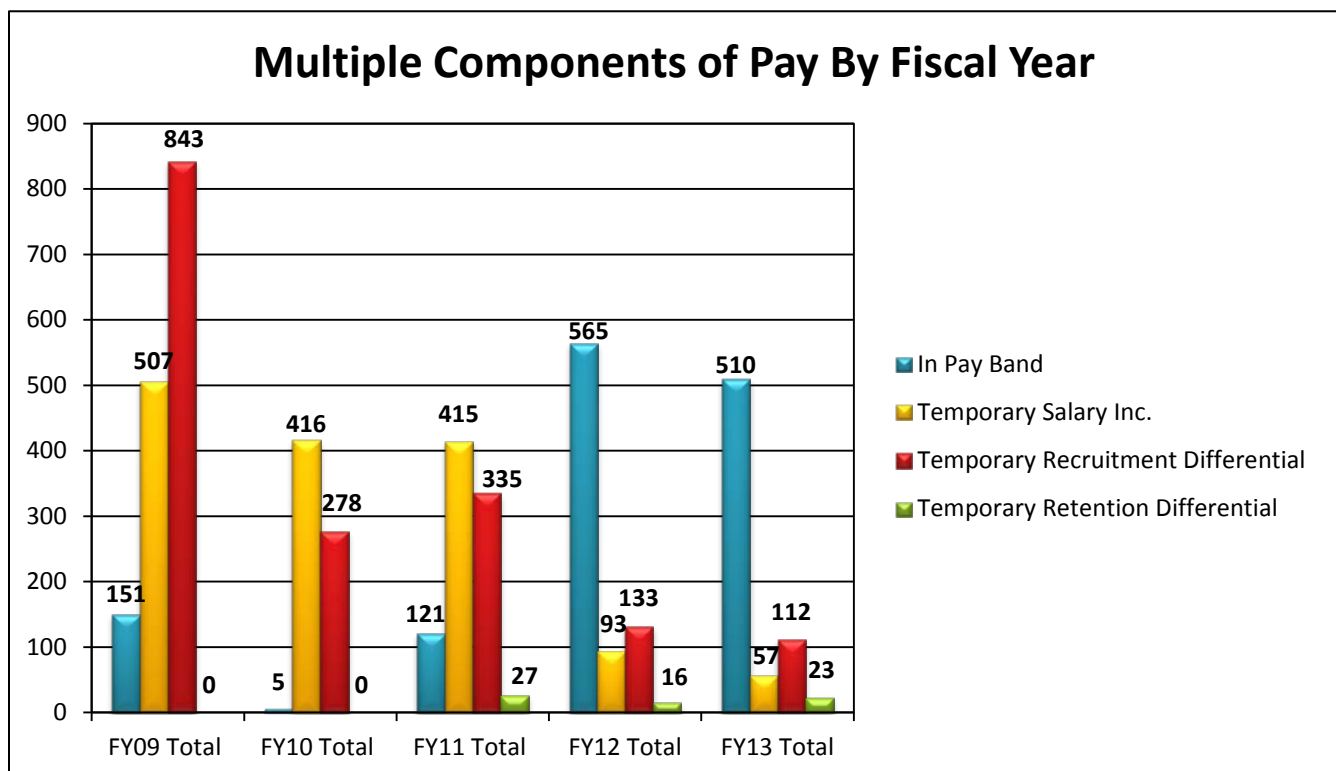
- **Temporary Recruitment Differentials (TREC's)** are authorized for positions documented as being critical to the business needs of an agency and addressing problems for those agencies who have demonstrated recruitment difficulty.
  - **Temporary Retention Differentials (TRET's)** are authorized for 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 ten percent (10%) 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 reviews 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 FY13. 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 (Graph 14). 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 APBs based on agencies addressing pay related issues to meet market pressures after SPO approval through increases to base salary, rather than misusing a temporary pay mechanism that goes away, as well as the implementation of one hundred and thirty-five (135) supervisor classifications. Employees who had previously been 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.

Graph 14





## Classified Service Demographics

Graph 15

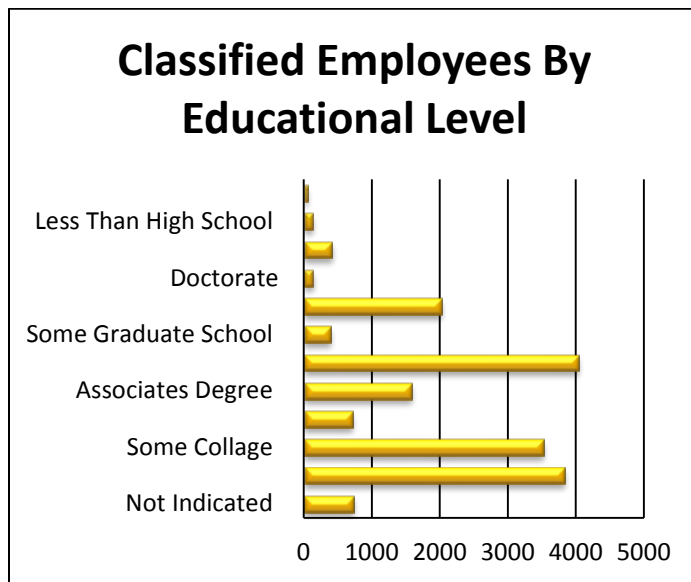
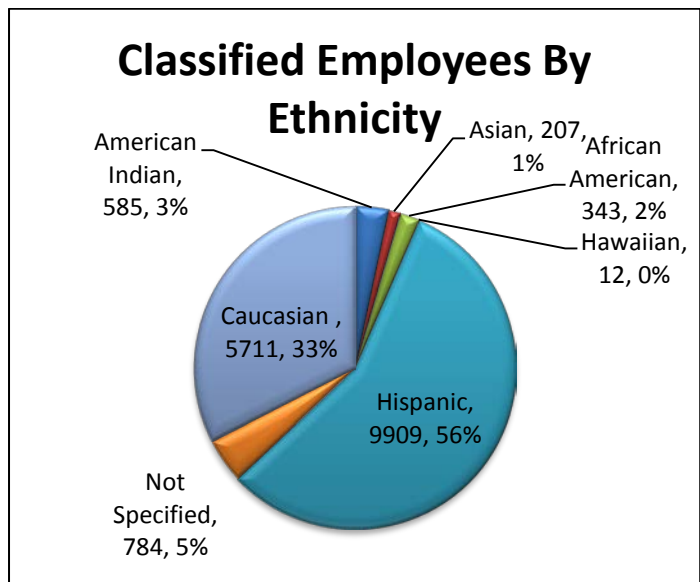
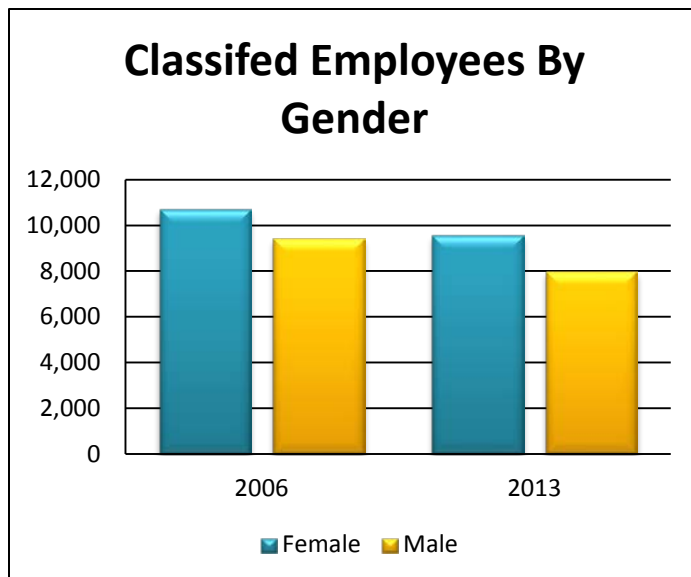


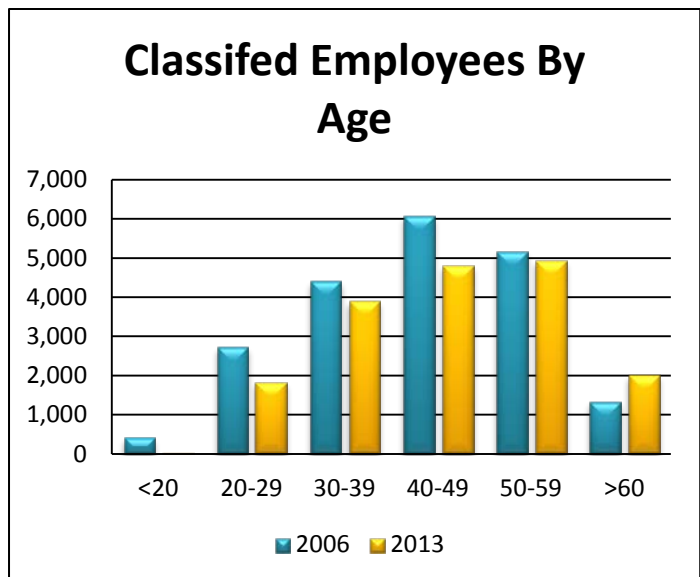
Chart 2



Graph 16



Graph 17



---

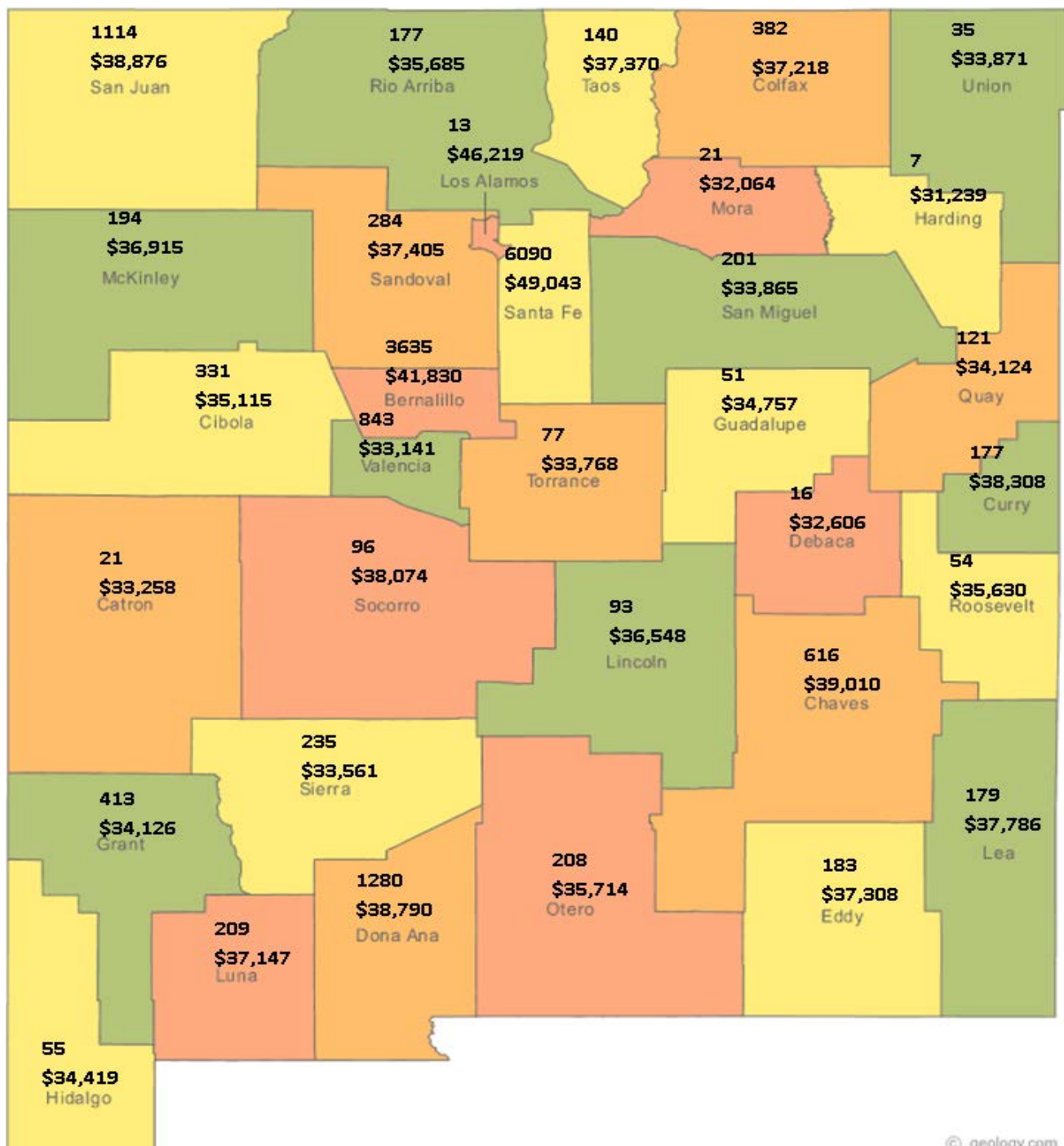
## County-by-County Population vs. Classified Demographics

---

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 sixty thousand (\$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. County specific data can be found in Appendix G.

## Classified Positions & Average Salary By County

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



© geology.com

\*Excludes temporary positions

## 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 SPB adopting the Standard Occupational Classifications (SOC) system introduced by the Federal Office of Personnel Management (OPM) that same year. At present, SPO 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 nine hundred and five (905) detailed non-manager occupational roles or one hundred and sixty-one (161) manager classifications according to the agency's documented utilization of that job.

### Non-Manager Occupations

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. A detailed list of the non-manager classifications completed in FY13 may be found in Appendix H.

### FY14 Work Plan

Table 12

Proposed Classifications for Review	# Positions	Proposed Classifications for Review	# Positions
Remaining Generic Manager Classifications	1,800	Registered Health Info Records Clerk (Med Recds)	50
Licensed, Certified, Registered Classifications	1,221	Automotive Mechanics	48
IT Series	897	Conservator / Curator	39
Professional Engineers	574	Museum Conservator	30
All classifications in pay band 25	452	OSE Engineer Managers	29
Social Workers (Social/Comm. Service Coord.)	320	SHARE Series	25
Attorney Series	222	Monument Ranger/Manager	15
Paralegals, Law Clerks, Legal Support Workers	81	Retirement Specialist	13
Rehabilitation Counselors	81	Spaceport Authority Classifications	3
Natural Science Coordinators	61	Interpreter & Translator	1
Park Rangers	61	<b>Total:</b>	<b>6,023</b>

---

## Supervisors

---

Prior to April 2012, the SPO 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 SPB rules allowed for an allowance of up to twenty percent (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 an 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.

Revising this process, the SPO implemented one hundred and thirty-five (135) supervisory classifications. Currently all agencies where 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 now become part of the employee's base pay. This allows for a more solid organizational structure that clearly identifies supervisors from non-supervisory employees. Additionally, when an employee accepts a transfer or promotion into or out of a supervisor classification, there is no confusion on what the employee's base salary will be or what the responsibilities will be.

---

## Managers

---

There are eight (8) 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 (3) year study that analyzed all manager positions across levels and agencies. It was eventually determined that there were eight (8) distinct sized manager jobs:

- Line I
  - Line II
  - Staff
  - Administrative Operations I
  - Administrative Operations II
  - General I
  - General II
  - Executive
-

Initially, fourteen (14) occupation specific areas of specialization (table 13) were identified for market pricing purposes:

**Table 13**

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, SPO 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 two thousand (2,000) manager positions. As of FY13 ending June 30<sup>th</sup>, 2013, there are currently one hundred and sixty-one (161) manager titles in use with more coming on line every quarter. A detailed list of the manager classification studies completed through FY13 may be found in Appendix I.

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:

## Misclassification & Classification Creep

Job misclassification and classification creep often occurs when wages don’t keep pace with the comparative market resulting in employees being “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 are unqualified to perform. While many employees are fine taking direction, they may be ineffective at assigning work, evaluating or disciplining coworkers. Managers can experience pay compaction issues when subordinates are all at the top end of the pay range with no room for rewarding a job well done. Misclassification creates financial costs as well, according to estimates by the HayGroup, if fifteen percent (15%) of the classified jobs are misclassified by one pay grade, over time it could take hundreds of thousands of dollars to correct. In practice, the results are much higher:

Average Pay		Number of Employees		Estimated Misclassification		Average Midpoint Progression	Misclassification Cost	
\$41,912	X	17,795	X	15%	X	11.76%	=	\$13,156,336

Classification creep often 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 managers when a classification study takes place resulting in a subsequent downgrade the position 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

### Performance-Based Variable Pay Strategy

Any type of performance-based reward system must be clearly understandable by both employees and managers. Individual performance goals must be realistic, measureable and achievable by the employee. Communication between manager and employee must occur often during the performance year. Individual goals may change during the year due to changing circumstances for the entire organization. There is nothing inherently wrong with this, because of the continually changing nature of an organization. But such changes should be the basis for new discussions between manager and employee, which would possibly lead to new individual goals.

Variable pay for performance programs are designed to reward individual work contributions and encourage the best performance from employees. Under such a system, employees have the opportunity to influence how quickly they move within their pay band by demonstrating high levels of job performance. The performance-based system is driven by the specific goals jointly established by the employee and the manager at the beginning of the performance period and documented in the individual performance evaluation form. Depending on adequate funding, a variable pay for performance program can be an integral part of the total compensation reward system.

Performance-based reward systems are designed to reward individual work contributions and encourage the best performance from employees. Such systems are based on some basic assumptions:

- Some employees perform better, are more productive, and add more value than others
- Employees who do perform better should receive larger rewards
- Larger awards may be used to incentivize and motivate employees to perform at their best

A system of merit pay based on the results of the employee's annual performance evaluation is the most common type of variable pay for performance. At the beginning of the evaluation period, the employee and manager meet to discuss expectations for the coming year and establish goals for the employee to achieve in order to meet or exceed the expectations. Accomplishing the goals by exceeding these expectations results in a larger salary increase than would be available if the goals had not been met. This means that the individual goals must be meaningful, measurable and achievable by the employee. Such a system supports motivation theories that suggest that such incentives do motivate employees to perform at higher levels.

---

## Bonus Pay Strategy

---

Awarding bonuses is another variable pay strategy – one that may be used for rewarding performance outside of the performance evaluation system. Bonuses are paid in a lump sum and are separate from the employee's base salary. Bonuses may also be used for recruitment, recognition, or as a reward for excellent performance on short-term assignments.

# Leave Accruals and Payouts

---

## Annual Leave

---

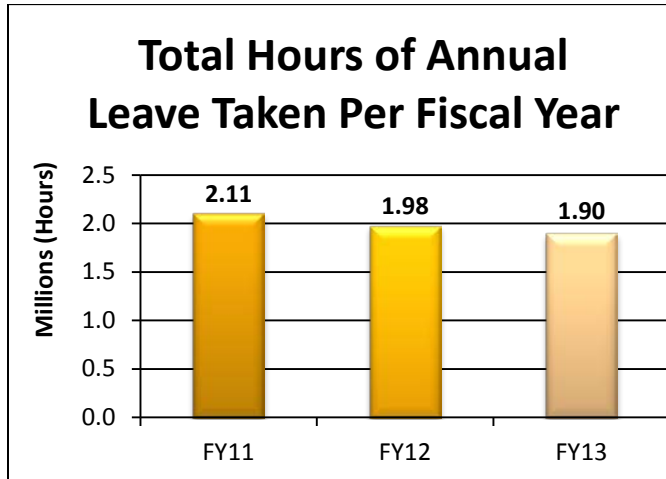
One of the State's many employee benefits is paid time off. Employees may use accrued leave and be paid for the hours they are absent from work due to vacation or being sick. Sick leave may also be used to care for sick family members.

Classified employees accrue annual leave as outlined in the SPB Rules based on their tenure. For example employees with less than three (3) years of service accrue eighty (80) hours of leave per year, while those with over fifteen (15) years of service accrue one hundred and sixty hours (160) per year. During FY12, state employees used approximately a total of one million nine hundred thousand (1.9 million) hours, resulting in a decrease of almost four million dollars (\$4 million). Actual annual leave usage and costs from FY11 through FY13 is shown in the following charts.

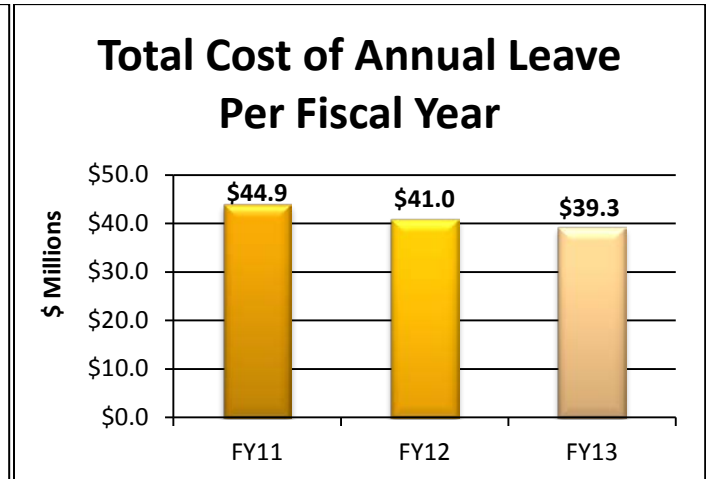
---



Graph 18

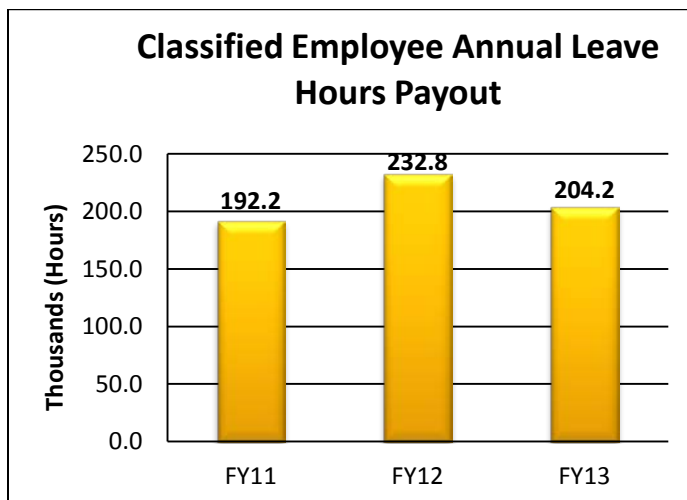


Graph 19

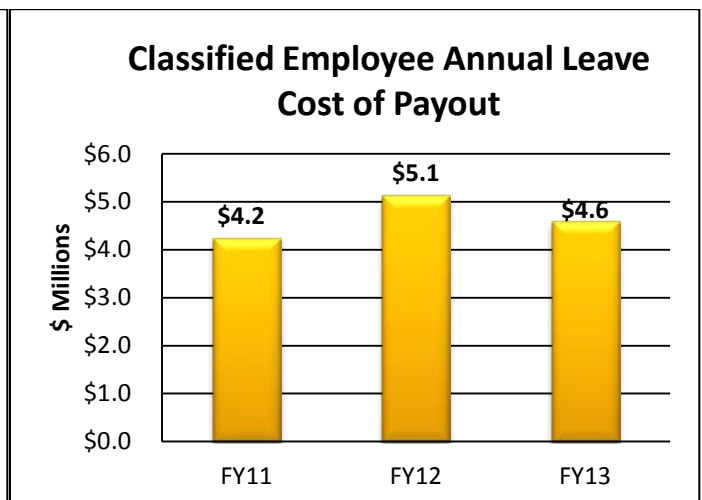


When an employee separates from state service, they are eligible to cash out up to two hundred and forty (240) hours of annual leave at their current hourly pay rate. Any additional hours over two hundred and forty (240) are forfeited at the time of separation or at the end of each calendar year. In FY13, employees cashed out at total of two hundred four thousand two hundred (204.2) thousand hours of annual leave which is twenty-eight thousand six hundred (28.6) thousand less than FY12. The average employee who separated cashed out approximately nine and one-tenths (9.1) days of annual leave.

Graph 20



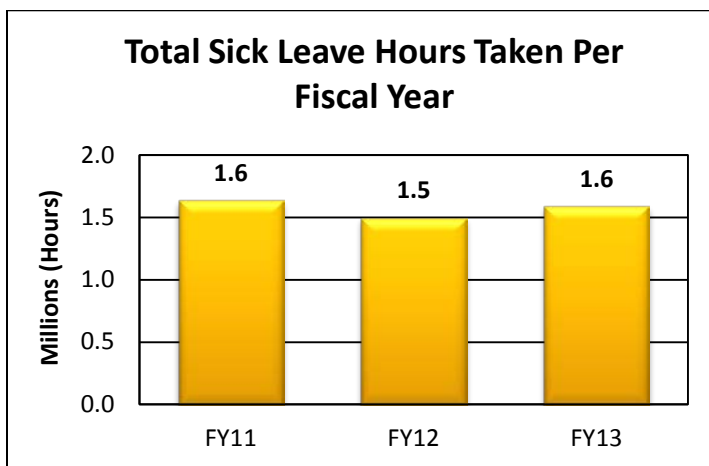
Graph 21



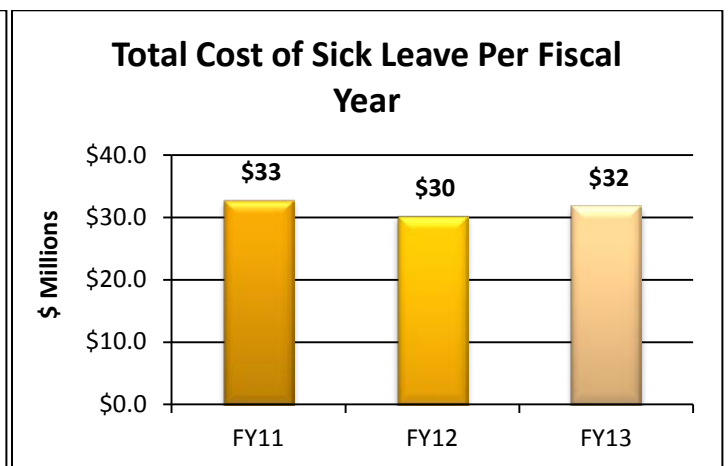
## Sick Leave

All employees accrue ninety-six (96) hours per year as per NM statute. Employees in FY13 used approximately one million five hundred ninety thousand (1.59 million) hours of sick leave as compared to FY12 level of one million five hundred thousand (1.5 million) hours, resulting in an increase in cost of approximately two million (\$2 million) dollars. The sick leave actual usage and cost for FY12 and FY13 are shown on Graphs 22 and 23.

Graph 22

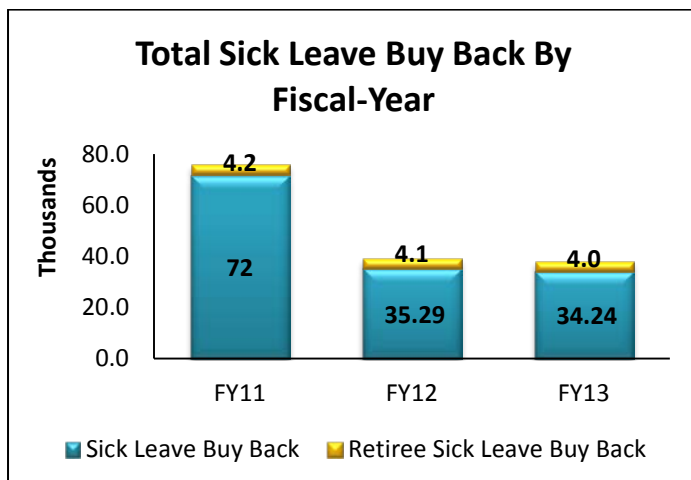


Graph 23

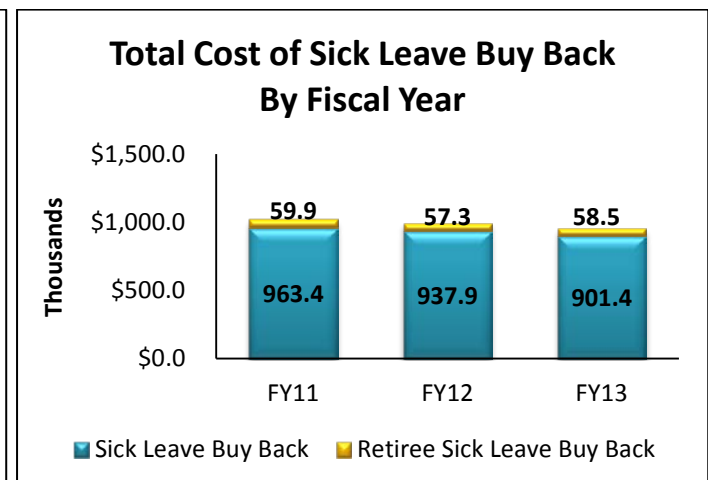


Employees are eligible to cash out accrued sick leave over six hundred (600) hours per fiscal year either in July or January at one-half their hourly rate. At the time of retirement employees can cash out accrued sick leave over six hundred (600) hours. In FY13 agencies bought back a total of thirty-four thousand two hundred forty (34,240) hours of sick leave for active employee. Employees who were retiring cashed out three thousand nine hundred ninety-seven (3,997) 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.

Graph 24



Graph 25



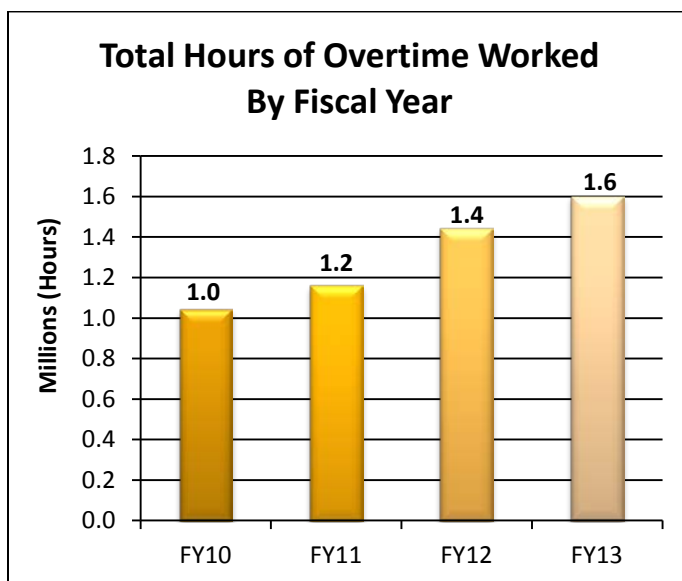
## Overtime

Agencies are expected to assign work in a responsible manner. Managers and supervisors 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 forty (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.

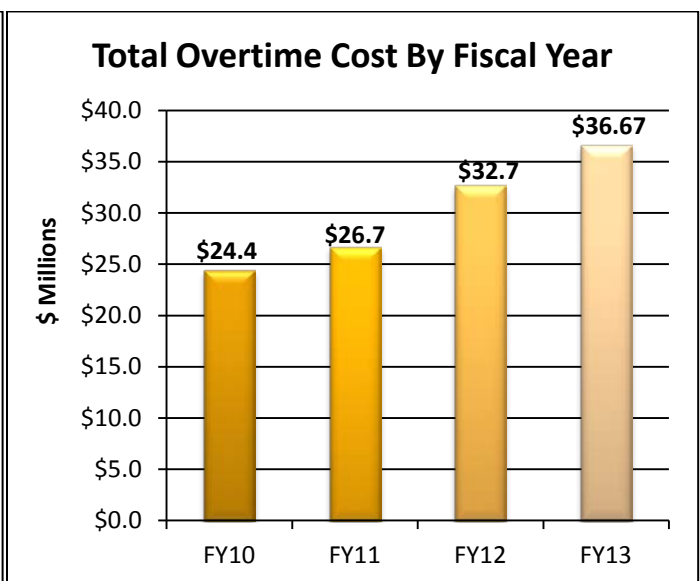
There is a correlation between vacancy rates and overtime hours worked. If an agency has a vacant position, someone may be required to do the work that would normally be done for that position by working additional hours in response to special circumstances. This is acceptable in the short term. However, 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 FY13 both FLSA non-exempt and FLSA Exempt employees were paid over thirty six million (\$36.7) dollars in the form of either a cash payment or compensatory time off. Graphs 26 and 27 below depict a comparison of overtime usage and total dollars paid from FY10 through FY13. The cost of overtime has increased due to both inflation and the increase of base salaries as a result of classification reviews. SPO and the SPB are concerned with the amount of regular overtime being worked and continue to be committed to working with agencies to better manage this issue.

Graph 26



Graph 27



## 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. This system brings the state back into compliance with the State Personnel Act that 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 seventeen (17) states in addition to many universities, colleges in addition to thousands of municipal and county governments.

Since implementation, all applicants for classified positions are competitively ranked on certified lists submitted to the recruiting managers. This brings the state back into full compliance with the Personnel Act. Additionally, this ranking also facilitates an applicant's ability to track their progress through the recruitment process online and 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 FY13, two hundred six thousand seven hundred forty (206,740) applications were received and processed for five thousand six hundred fifty-two (5,652) advertised jobs. These metrics illustrate the dramatic increase in both positions advertised and applications received as compared to FY12.

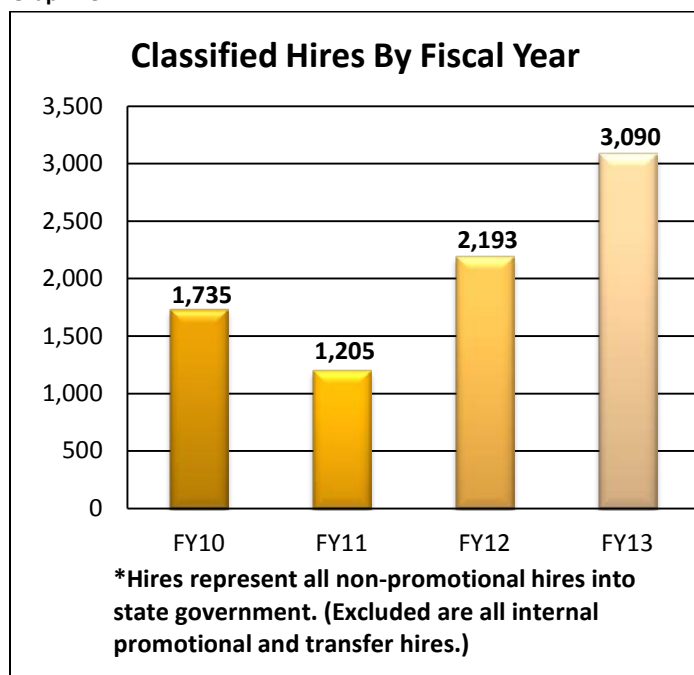
In FY13, three thousand ninety (3,090) classified hires were made representing a forty-one percent (41%) increase over FY12. FY12 hiring of two thousand one hundred ninety-three (2,193) was an eighty-two and five-tenths percent (82.5%) increase over FY11. The flexibility and responsiveness of NEOGOV has made it easier for applicants to apply for state jobs. In FY13, over two hundred six thousand (206,000) applications were received – submitted by over fifty-six thousand two hundred (56,200) unique applicants. Since the implementation of NEOGOV in November 2011, there have been over three million one hundred thousand (3.1 million) hits reviewing various job postings.

Graph 29 shows that in FY13, fifty-eight percent (58%) of new hires completed their probationary period. 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.

Graph 28



Graph 29

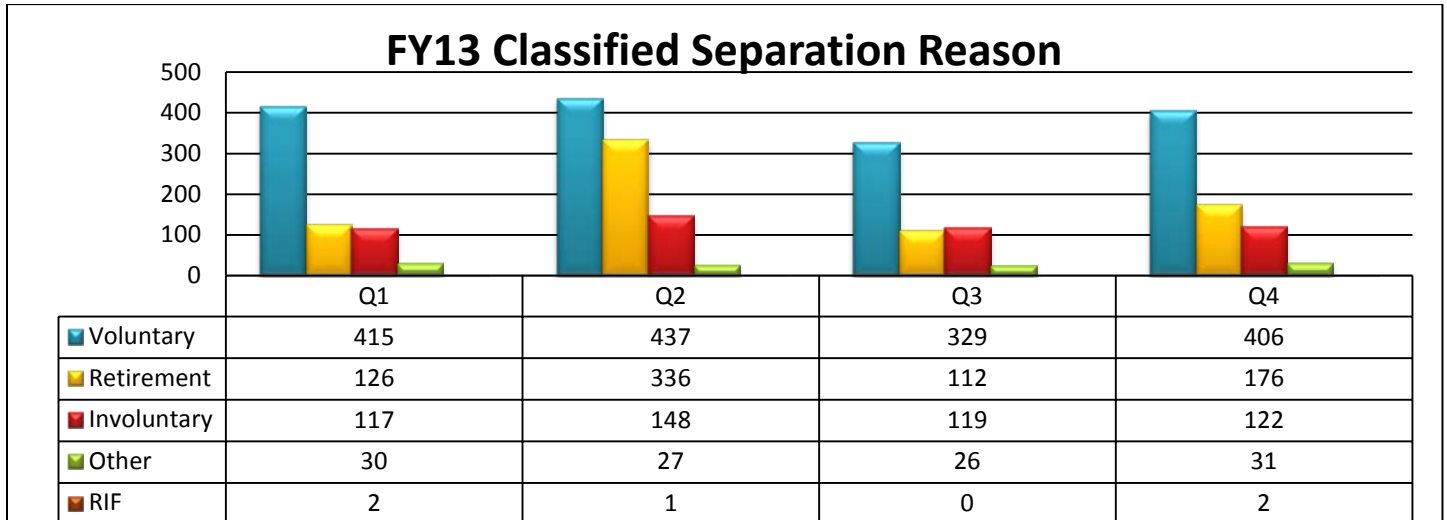


*\*Hires represent all non-promotional hires into state government. (Excluded are all internal promotional and transfer hires.)*

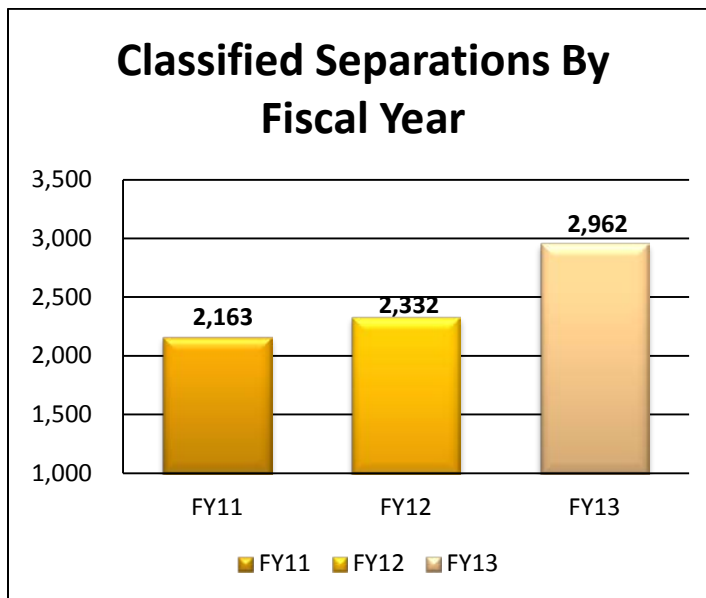
## Separation

In FY13 there were two thousand nine hundred sixty-two (2,962) total separations compared to two thousand three hundred thirty-two (2,332) in FY11. Of the two thousand nine hundred sixty-two (2,962) separations, seventy-nine percent (79%) or two thousand three hundred thirty-seven (2,337) positions were voluntary (six hundred eighty-nine (689) were related to retirement alone) and seventeen percent (17%) or five hundred six (506) positions were involuntary. Less than one percent (1%) or five (5) positions were related to a reduction in force.

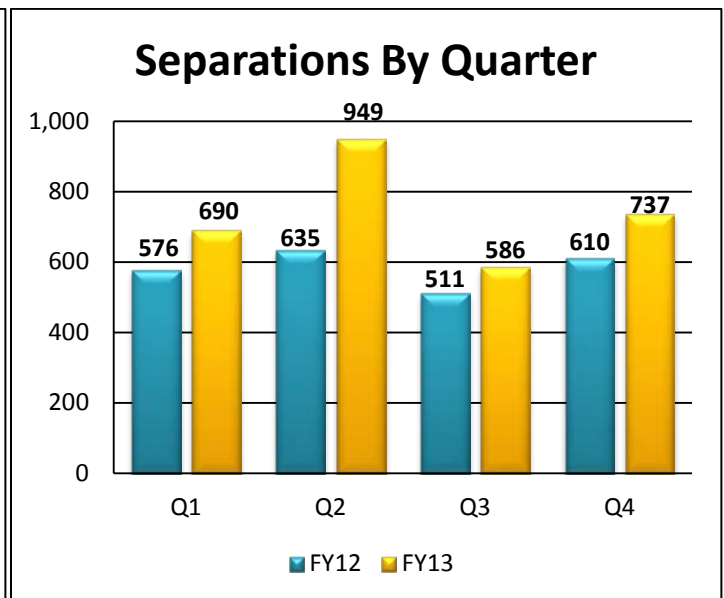
Chart 3



Graph 30



Graph 31



## Turnover Rates

Due to the economic decline the past few 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 14

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>

*If the turnover rate were reduced by approximately 50%, this could potentially free up almost \$63 million dollars to use toward salary increases and structure adjustments.*

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 FY13, there were two thousand nine hundred sixty-two (2,962) separations in the classified service. At an average cost of forty-two thousand six hundred twenty (\$42,620) dollars

per employee leaving state government, the total cost of turnover in FY13 was estimated to be over one hundred twenty-six million (\$126,240,440) dollars. 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 one hundred twenty-six million (\$126 million) dollars at risk due to high turnover. If the turnover rate was reduced by approximately fifty percent (50%), this could potentially free up almost sixty-three million (\$63 million) dollars to use toward salary increases and structure adjustments.



## Appendix

**Appendix A** – Industry & Economic Data Sources

**Appendix B** – Eight State Comparator Market Base Salary Comparison

**Appendix C** – Salary Distribution of Classified Employees

**Appendix D** – Legislative Fiscal Year Increase in Detail

**Appendix E** – 12 Year Comparator Market Average Classified Salary

**Appendix F** – Classified Service Salary Structure

**Appendix G** – New Mexico County Demographics

**Appendix H** – Completed Non-Manager Classification Studies

**Appendix I** – Completed Manager Classification Studies

**Appendix J** – Average Salary Data by Agency

**Appendix K** – Average Salary by Benchmark Classification

**Appendix L** – Alternative Pay Band Assignments

---

## Appendix A –Industry & Economic Data Sources

<b>WorldatWork Total Salary Increase Budget Survey:</b>	WorldatWork is a global, not-for-profit professional association with more than 23,000 compensation, benefits, and human resource professionals. Founded in 1955, WorldatWork is dedicated to knowledge leadership in compensation, benefits and total rewards disciplines associated with attracting, retaining, and motivating employees. For over three decades, the Total Salary Increase Budget Survey has been relied upon as the foundation from which corporations and government agencies project their annual salary budget increases. This report is acknowledged as one of the longest running (40 years), most comprehensive and one of the largest (4,620 participating organizations representing approximately 15 million employees) salary increase budget surveys. This year, two hundred and eighty-three (283) responses were from New Mexico participants. In July 2013, projections for 2014 indicated that participating organizations forecast average salary structure movement of three percent (3.0%) and base pay increases of three percent (3.0%). Survey results indicate that eighty-nine percent (89%) of organizations provided a base salary increase in 2012—which is up by one percent (1%) from last year. Increased focus on variable pay appears to be offsetting base salary increases; with approximately eighty-three percent (83%) of organizations offering some sort of variable pay this year (up from 82% from last year). Supporting data may be found at <a href="http://www.worldatwork.org">www.worldatwork.org</a> .
<b>The Conference Board</b>	Projections for 2014 indicated participating organizations forecast merit increases of three Percent (3%).
<b>The HayGroup:</b>	HayGroup consultants are reporting clients plan to provide average salary increases of three percent (3%). These figures encompass over four hundred (400) US organizations. Supporting data may be found at <a href="http://www.haygroup.com">www.haygroup.com</a> .
<b>Culpepper:</b>	Base salary increases in the U.S. are projected to remain at from three percent (3.0%) in 2014, just as in 2013. Supporting data may be found at <a href="http://www.culpepper.com">www.culpepper.com</a> .
<b>Mercer:</b>	Mercer expects that among midsize and large employers across the U.S., the average raise in base pay is expected to be two point nine percent (2.9%) in 2014, up slightly from two point eight percent (2.8%) percent in 2013, 2.7 percent in 2012 and 2011, and 2.3 percent in 2010. Supporting data may be found at <a href="http://www.mercerhr.com">www.mercerhr.com</a> .
<b>The Creative Group:</b>	Starting salaries for creative and marketing professionals are expected to rise an average of 3.7 percent in 2014. Supporting data may be found at <a href="http://www.creativegroup.com">www.creativegroup.com</a> .
<b>Towers Watson:</b>	The Towers Watson Compensation practice of 910 U.S. companies, conducted in June and July of 2013, indicates that companies are planning pay increases that will average 2.9 percent in 2014 for their salaried non-management employees <a href="http://www.towerswatson.com">www.towerswatson.com</a> .

<b>Aon Hewitt:</b>	Aon Hewitt U. S. Salary Increase Survey indicates that organizations plan on providing 3.0% average salary increase in 2014, up from 2.9% in 2013. The 37th annual survey is based on data collected during June and July, 2013 from 1,147 organizations. Supporting data may be found at <a href="http://www.hewittassociates.com">www.hewittassociates.com</a> .
<b>Empsight International LLC:</b>	Finds that U.S. salary merit increases for 2014 are forecasted to be 2.5% at median, according to a survey of 251 large, multinational companies.
<b>Compensation.BLR.com:</b>	22% of employers forecast offering increases up to 2.5%, according to BLR. 19.5% expect to update their salary structures by up to 2.5%.
<b>United States Bureau of Labor Statistics:</b>	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 <a href="http://www.bls.gov">www.bls.gov</a>
<b>New Mexico Department of Workforce Solutions:</b>	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 <a href="http://www.dws.state.nm.us">www.dws.state.nm.us</a>

## Appendix B – Eight State Comparator Market Base Salary Comparison

10 Year Eight State Base Salary Comparison											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Arizona	\$31,859	\$31,454	\$31,960	\$34,879	\$36,607	\$37,077	\$37,448	\$37,630	\$36,695	\$34,973	\$35,422
Colorado	\$49,038	\$45,425	\$48,360	\$52,104	\$50,328	\$52,017	\$53,952	\$55,044	\$51,072	\$50,955	\$52,270
Kansas	\$32,366	\$44,429	\$33,931	\$35,074	\$34,511	\$36,664	\$38,248	\$38,100	\$35,235	\$37,855	\$36,356
Nevada	\$43,040	\$43,550	\$44,556	\$48,099	\$48,325	\$49,694	\$55,704	\$55,704	\$55,704	\$55,704	\$46,446
New Mexico	\$33,426	\$34,018	\$35,834	\$37,918	\$38,820	\$42,099	\$42,058	\$41,986	\$41,995	\$41,912	\$41,912
Oklahoma	\$29,946	\$29,963	\$30,722	\$32,534	\$34,356	\$34,686	\$34,984	\$35,200	\$32,495	\$35,540	\$36,314
Texas	\$32,594	\$32,565	\$32,809	\$34,121	\$36,124	\$37,365	\$38,461	\$39,232	\$39,265	\$40,223	\$40,310
Utah	\$35,308	\$35,851	\$37,440	\$37,996	\$38,030	\$42,504	\$42,562	\$42,635	\$39,312	\$45,114	\$45,749
Wyoming	\$35,844	\$36,106	\$37,474	\$39,385	\$40,012	\$43,686	\$45,822	\$45,822	\$44,764	\$48,352	\$47,922

\* Nevada data was estimated from 2009-2012, as the state was unable to provide actual salary data

## Appendix C – Salary Distribution of Classified Employees

Percentage Salary Distribution of Classified Employees					
	2003	2008	2011	2012	2013
Below \$10,000	0.0%	0.0%	0.0%	0.0%	0.0%
\$10,000-\$20,000	13.73%	2.7%	2.1%	2.3%	2.4%
\$20,000-\$30,000	36.43%	23.1%	23.7%	22.2%	22.1%
\$30,000-\$40,000	24.89%	29.6%	29.0%	30.9%	31.0%
\$40,000-\$50,000	14.81%	19.3%	19.5%	19.3%	19.3%
\$50,000-\$60,000	6.05%	12.6%	12.1%	11.7%	11.5%
\$60,000-\$70,000	2.80%	6.5%	7.0%	6.9%	7.0%
\$70,000-\$80,000	0.88%	3.6%	3.6%	3.6%	3.6%
\$80,000-\$90,000	0.07%	1.6%	1.8%	1.9%	2.0%
\$90,000-\$100,000	0.08%	0.59%	0.71%	0.7%	0.7%
Above \$100,000	0.25%	0.41%	0.47%	0.45%	0.4%

## Appendix D- Legislative Fiscal Year Increase in Detail

Date	Legislative Increase	Other	General Fund Appropriation
7/6/2013	1.0%	• Additional 3% was given to commissioned officers in the Motor Transportation Division for a total of 4%.	\$8,197,068.00
7/1/2011	0.0%		-
7/1/2010	0.0%		-
7/1/2009	0.0%		-
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%	• 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.	\$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
7/1/2004	2.0%		\$9,100,600.00
7/1/2003	3.1%		\$5,810,000.00
7/1/2002	0.0%		\$0.00
7/1/2001	5.0%		\$8,514,600.00

\*Full cost includes state paid benefits.

## Appendix E – 12 Year Comparator Market Average Classified Salary

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%
2013	\$42,522	\$41,912	-1.5%

## Appendix F – Classified Service Salary Structure

Classified Service Salary Structure					
Pay Band	Minimum	Midpoint	Maximum	Midpoint Progression	Band Width
25	\$15,600	\$20,407	\$26,122	-	78%
30	\$15,794	\$21,936	\$28,077	7.49%	78%
35	\$17,123	\$23,782	\$30,442	8.42%	78%
40	\$18,709	\$25,985	\$33,260	9.26%	78%
45	\$20,599	\$28,609	\$36,620	10.10%	78%
50	\$22,852	\$31,738	\$40,625	10.94%	78%
55	\$25,497	\$35,413	\$45,329	11.58%	78%
60	\$27,959	\$38,831	\$49,704	9.65%	78%
65	\$30,892	\$42,906	\$54,920	10.49%	78%
70	\$34,389	\$47,763	\$61,136	11.32%	78%
75	\$38,558	\$53,552	\$68,547	12.12%	78%
80	\$43,526	\$60,453	\$77,380	12.89%	78%
85	\$49,449	\$68,679	\$87,910	13.61%	78%
90	\$56,501	\$78,473	\$100,446	14.26%	78%
95	\$64,925	\$90,173	\$115,422	14.91%	78%
96	\$74,962	\$104,113	\$133,265	15.46%	78%
97	\$86,925	\$120,730	\$154,534	15.96%	78%
98	\$101,174	\$140,520	\$179,865	16.39%	78%
99	\$190,800	\$265,000	\$339,200	88.59%	78%

## Appendix G – New Mexico County Demographics

County Demographics			State Classified Demographics			State Classified Comparison		
County	Population	Avg. Age	Avg. Sal.	FTE	Avg. Age	Avg. Sal.	% FTE County	Sal. Diff.
Bernalillo	673,460	35.8	\$43,108	3635	45.3	\$41,830	0.5%	-\$1,278
Catron	3,658	55.8	\$25,012	21	47.4	\$33,258	0.6%	\$8,246
Chaves	65,784	34.7	\$31,408	616	46.0	\$39,010	0.9%	\$7,602
Cibola	27,334	36.6	\$34,008	331	41.8	\$35,115	1.2%	\$1,107
Colfax	13,223	46.7	\$27,768	382	46.3	\$37,218	2.9%	\$9,450
Curry	49,938	31.5	\$32,812	177	45.4	\$38,308	0.4%	\$5,496
De Baca	1,927	47.8	\$26,988	16	48.0	\$32,606	0.8%	\$5,618
Doña Ana	214,445	32.4	\$34,320	1280	43.4	\$38,790	0.6%	\$4,470
Eddy	54,419	37.3	\$48,204	183	46.3	\$37,308	0.3%	-\$10,896
Grant	29,388	45.9	\$39,572	413	45.3	\$34,126	1.4%	-\$5,446
Guadalupe	4,603	40.1	\$26,000	51	44.8	\$34,757	1.1%	\$8,757
Harding	707	55.9	\$30,576	7	51.2	\$31,239	1.0%	\$663
Hidalgo	4,794	40.9	\$36,400	55	47.9	\$34,419	1.1%	-\$1,981
Lea	66,338	31.9	\$49,244	179	46.2	\$37,786	0.3%	-\$11,458
Lincoln	20,309	49.4	\$27,612	93	47.6	\$36,548	0.5%	\$8,936
Los Alamos	18,159	44.3	\$71,552	13	46.6	\$46,219	0.1%	-\$25,333
Luna	25,041	39.5	\$32,240	209	46.1	\$37,147	0.8%	\$4,907
McKinley	73,016	30.7	\$30,524	194	45.5	\$36,915	0.3%	\$6,391
Mora	4,705	46	\$28,288	21	44.9	\$32,064	0.4%	\$3,776
Otero	66,041	36.5	\$32,812	208	47.3	\$35,714	0.3%	\$2,902
Quay	8,769	45.6	\$28,496	121	45.9	\$34,124	1.4%	\$5,628
Rio Arriba	40,318	39	\$30,628	177	43.5	\$35,685	0.4%	\$5,057
Roosevelt	20,419	29.7	\$29,224	54	45.7	\$35,630	0.3%	\$6,406
Sandoval	128,529	33	\$44,356	284	44.7	\$38,876	0.2%	-\$5,480
San Juan	28,891	40.7	\$42,952	1114	43.9	\$33,865	3.9%	-\$9,087
San Miguel	135,588	37.9	\$28,860	201	44.0	\$37,405	0.1%	\$8,545
Santa Fe	146,375	43	\$38,948	6090	46.4	\$49,043	4.2%	\$10,095
Sierra	11,895	54.5	\$27,664	235	47.4	\$33,561	2.0%	\$5,897
Socorro	17,603	36.9	\$34,008	96	46.4	\$38,074	0.5%	\$4,066
Taos	32,779	45.2	\$28,496	140	45.8	\$37,370	0.4%	\$8,874
Torrance	16,021	41.6	\$30,368	77	47.1	\$33,768	0.5%	\$3,400
Union	4,431	40.9	\$29,796	35	49.2	\$33,871	0.8%	\$4,075
Valencia	76,631	37.7	\$28,756	843	41.0	\$33,141	1.1%	\$4,385



## Appendix H – Completed Non-Manager Classification Studies

Non-Manager 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 Supv.
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
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.	Set and Exhibit Designer Supervisor
Mining & Geological Specialist Supervisor (NL)	Personal Financial Advisor Supervisor
Chief Financial Officer I	Financial Examiner Supervisor

Chief Financial Officer II	GSD IT Procurement Specialist
Chief Financial Officer III	School Bus Transportation Specialist
Conservationist	School Bus Transportation Supervisor
HR Process Analyst	STIU Investigator
HR Process Analyst Senior	UI Tax Representative Senior
UI Tax Representative	Physician
UI Tax Representative Supervisor	Labor Relations Administrator
Coordinator Classroom Technology	WIC Eligibility Interviewer
WIC Clerk	WIC Dietician & Nutritionist Supervisor
WIC Dietician & Nutritionist	Process Improvement Analyst
WIC Staff Manager	MVD Agent Senior
MVD Agent	MVD Staff Administrator
MVD Agent Supervisor	

## Appendix I – Completed Manager Classification Studies

Manager Classification Studies Implemented as of April 2012	
General Manager I - Public Defender	A/O II - State Audit Manager
A/O II Manager - Economic Development	General Manager I – Physician
Correctional (STIU) Coordinator	Line Manager II – Nursing
Correctional (STIU) Manager Probation/Parole	Staff Manager – Nursing
Correctional Classification Manager	Admin/Ops Manager II – Nursing
Correctional Programs Manager	Line Manager II – Dietitian/Nutrition
Correctional Classification Bureau Chief	Staff Manager – Economics
Correctional Region Manager	Admin/Ops Manager I – Economics
Correctional Unit Manager	Admin/Ops Manager II – Economics
Correctional (STIU) Administrator	General Manager I - Economics
Correctional Deputy Warden (Max. Security)	Line Manager II – Fish and Wildlife
Correctional Warden (Minimum Security)	Admin/Ops Manager II – Fish and Wildlife
Correctional Deputy Director Probation / Parole	General Manager I – Fish and Wildlife
Correctional Warden (Maximum Security)	SPO HR Division Director
Correctional Deputy Director of Adult Prisons	PED Statistician Chief
Manager Classification Studies Implemented in FY13	
A/O Manager I - Construction Area	A/O Manager II - Transportation Planning
A/O Manager II - Construction Project	Gen Manager I - Assist. Dist. Eng. Maintenance
DPS Emergency Communications Manager	Gen Manager I - Assist. Dist. Eng. Support
Certified Financial Officer I	Certified Financial Officer I
Certified Financial Officer I	IT Communications Manager - DHSEM
Construction Project Manager	MVD Bureau Chief
RLD Electrical Bureau Chief	Deputy Director of Audit
Director of Nursing	Deputy Director of Revenue Processing
Deputy Director of Compliance	Classification and Testing Manager
Line Manager I - Maintenance	Physician Manager

## Appendix J - Average Salary Data By Agency

BU Name	Average Salary	Average Compa-Ratio	Employee Count
Adult Parole Board	\$31,251	91%	5
Aging & Long-Term Services Dpt	\$47,736	105%	208
Architect Examiners Board	\$43,160	111%	1
Board of Nursing	\$44,533	107%	13
Border Development Authority	\$43,043	90%	1
Children, Youth & Families Dpt	\$41,492	96%	1,825
Com for Deaf/Hard of Hearing	\$44,165	106%	13
Commission for the Blind	\$38,848	99%	59
Commission of Public Records	\$44,621	97%	33
Crime Victims Reparation Comm	\$38,327	86%	18
Department of Cultural Affairs	\$38,745	101%	403
Department of Environment	\$53,328	105%	542
Department of Finance & Admnst	\$55,258	103%	121
Department of Game & Fish	\$45,072	102%	256
Department of Health	\$38,754	100%	3,243
Department of Indian Affairs	\$49,103	108%	10
Department of Public Safety	\$39,900	96%	535
Department of Transportation	\$39,897	98%	2,159
Department of Veteran Services	\$37,292	99%	34
Dept of Workforce Solutions	\$37,027	92%	462
Dept of Information Technology	\$60,468	106%	165
Dept of Vocational Rehbltation	\$46,017	102%	221
Dev Disabilites Planning Comm	\$38,140	100%	11
Economic Developmnt Department	\$50,070	101%	36
Educational Retirement Board	\$50,666	105%	46
Enrgy, Minrls & Ntrl Rsrcs Dpt	\$40,329	97%	476
EXPO New Mexico	\$40,759	103%	25
Gaming Control Board	\$45,451	111%	45
General Services Department	\$40,253	104%	227
Governor's Comm. on Disability	\$49,421	100%	7
Higher Education Department	\$51,932	106%	30
Homeland Security & Emgncy Mgt	\$52,132	107%	46
Human Services Department	\$40,160	94%	1,742
Livestock Board	\$40,358	91%	61
Medical Examiners Board	\$52,765	108%	12
Military Affairs	\$40,455	106%	91
Miners Colfax Medical Center	\$43,535	99%	220
New Mexico Corrections Dept	\$36,285	88%	1,792
NM Education Trust Board	\$89,300	114%	1
Ofc of the State Engineer	\$53,120	102%	288

Office of African Amer Affairs	\$36,167	93%	4
Office of Natural Resc Trustee	\$63,958	110%	3
Prof Engineers & Lnd Srvyrs Brd	\$34,933	101%	5
Public Defender	\$49,189	95%	350
Public Education Department	\$56,240	110%	192
Public Employee Retiremnt Asso	\$49,450	109%	61
Public Regulation Commission	\$51,172	101%	121
Public School Insurance Auth	\$46,489	108%	7
Regulation & Licensing Dept	\$43,770	106%	226
Retiree Health Care Authority	\$46,300	103%	21
Secretary of State	\$42,824	105%	43
SpacePort Authority	\$63,489	95%	6
State Auditor	\$55,886	100%	24
State Investment Council	\$79,374	110%	20
State Land Office	\$47,855	106%	147
State Personnel Board	\$55,618	106%	42
State Racing Commission	\$40,525	100%	8
State Treasurer	\$55,593	103%	26
Superintendent of Insurance	\$43,939	104%	68
Taxation & Revenue Department	\$39,857	99%	893
Tourism Department	\$36,923	97%	57
Veterinary Examiners Board	\$26,293	104%	2
Workers Compensation Admin	\$43,460	104%	100
Youth Conservation Corps	\$56,924	103%	2

## Appendix K- Average Salary by Benchmark Classification

Job Code	Job Title	#	New	8 States	% Above
<b>COORDINATOR OCCUPATIONS</b>					
B3031A	FINANCIAL COORDINATOR-A	46	\$57,824	\$62,034	-6.8%
B9039O	EDUCATION ADMINISTRATOR-O	18	\$51,293	\$61,355	-16.4%
B9121O	NATURAL SCIENCES COORDINATOR-O	21	\$33,925	\$41,718	-18.7%
B9151O	SOCIAL & COMMUNITY SERVICE COORDNATOR-O	141	\$44,366	\$42,864	3.5%
<b>BUSINESS AND FINANCIAL OPERATIONS OCCUPATIONS</b>					
C1023O	PURCHSING AGENT, EXCEPT WHOLESALE/RETAIL-O	55	\$37,086	\$44,775	-17.2%
C1031A	CLAIM ADJUSTER, EXAMINER, & INVESTAGATOR-A	16	\$42,786	\$53,546	-20.1%
C1031O	CLAIM ADJUSTER, EXAMINER, & INVESTAGATOR-O - UI	53	\$32,115	\$37,008	-13.2%
C1071O	EMPLOYMENT, RECRUITMNT & PLACEMNT SPECIALIST-O	83	\$31,554	\$36,343	-13.2%
C1072A	COMPENSATION, BENEFIT & JOB ANALYST SPECIALIST-A	26	\$53,976	\$59,147	-8.7%
C1072O	COMPENSATION, BENEFIT & JOB ANALYST SPECIALIST-O	2	\$41,038	\$48,584	-15.5%
C1073O	TRAINING & DEVELOPMENT SPECIALIST-O	18	\$40,664	\$44,476	-8.6%
C1079O	HR, TRAINING & LABOR RELATION SPECIALIST-O	62	\$39,416	\$32,766	20.3%
C1111A	MANAGEMENT ANALYST-A	189	\$45,843	\$54,433	-15.8%
C1111O	MANAGEMENT ANALYST-O	113	\$39,998	\$49,409	-19.0%
C2011A	ACCOUNTANT & AUDITOR-A	107	\$46,509	\$55,657	-16.4%
C2011O	ACCOUNTANT & AUDITOR-O	63	\$40,082	\$44,164	-9.2%
C20122	STATE AUDITOR II	4	\$47,840	\$45,816	4.4%
C20132	TAX AUDITOR II	63	\$40,581	\$38,295	6.0%
C2021O	APPRAISER & ASSESSOR OF REAL ESTATE-O	13	\$41,808	\$46,543	-10.2%
C2051A	FINANCIAL ANALYST-A	20	\$52,707	\$57,419	-8.2%
C2061O	FINANCIAL EXAMINER-O - BANK EXAMINER	2	\$39,832	\$55,723	-28.5%
C2081O	TAX EXAMINER, COLLECTORS & REVENUE AGENTS-O	112	\$33,904	\$30,358	11.7%
<b>COMPUTER AND MATHMATIC OCCUPATIONS</b>					
D10231	IT BUSINESS ANALYST	52	\$68,474	\$58,985	16.1%
D10251	IT APPLICATIONS DEVELOPER 1	25	\$46,987	\$52,884	-11.2%
D10253	IT APPLICATIONS DEVELOPER 3	131	\$72,093	\$73,749	-2.2%
D10262	IT GENERALIST 2	47	\$72,675	\$89,362	-18.7%
D10272	IT DATABASE ADMINISTRATOR 2	25	\$66,893	\$60,831	10.0%
D10293	IT NETWORK SPECIALIST 3	27	\$60,944	\$59,201	2.9%
D10302	IT TECHNICAL SUPPORT SPECIALIST 2	23	\$42,910	\$47,368	-9.4%
D10303	IT TECHNICAL SUPPORT SPECIALIST 3	50	\$47,278	\$73,604	-35.8%
D2041A	STATISTICIAN-A	1	\$42,370	\$46,150	-8.2%
<b>ARCHITECTURE &amp; ENGINEERING OCCUPATIONS</b>					
E1011O	ARCHITECT, EXCEPT NAVAL-O	1	\$50,960	\$62,760	-18.8%
E1022S	SURVEYOR SUPERVISOR	9	\$65,541	\$58,613	11.8%
E2051A	CIVIL ENGINEER -A	36	\$67,746	\$68,591	-1.2%
E2051B	CIVIL ENGINEER -B	24	\$49,150	\$49,833	-1.4%
E2051O	CIVIL ENGINEER -O	12	\$60,902	\$67,414	-9.7%
E2081A	ENVIRONMENTAL ENGINEER-PE-A	1	\$62,254	\$65,366	-4.8%
E2082O	ENVIRONMENTAL SPECIALIST-NL-O	4	\$50,523	\$52,746	-4.2%

<b>E2152O</b>	MINING & GEOLOGICAL SPECIALIST-NL-O	8	\$53,810	\$52,487	2.5%
<b>E3022O</b>	CIVIL ENGINEERING TECHNICIAN-NL-O	84	\$31,678	\$37,412	-15.3%
<b>LIFE, PHYSICAL, &amp; SOCIAL SCIENCE OCCUPATIONS</b>					
<b>F1022O</b>	MICROBIOLOGIST-O	17	\$41,184	\$50,944	-19.2%
<b>F1023A</b>	ZOOLOGIST & WILDLIFE BIOLOGIST-A	39	\$45,989	\$63,262	-27.3%
<b>F1023O</b>	ZOOLOGIST & WILDLIFE BIOLOGIST-O	4	\$36,109	\$51,859	-30.4%
<b>F1032O</b>	FORESTER-O	13	\$38,064	\$44,780	-15.0%
<b>F1041O</b>	EPIDEMIOLOGIST-O	17	\$51,022	\$51,966	-1.8%
<b>F2031O</b>	CHEMIST-O	24	\$39,312	\$50,913	-22.8%
<b>F2041A</b>	ENVIRONMENTAL SCIENTIST & SPECIALISTS, INCLUDING HEALTH-A	82	\$56,618	\$61,570	-8.0%
<b>F2041O</b>	ENVIRONMENTAL SCIENTIST & SPECIALISTS, INCLUDING HEALTH-O	143	\$48,589	\$50,692	-4.1%
<b>F2042O</b>	GEOSCIENTISTS, EXCEPT HYDROLOGIST & GEOGRAPHERS-O	18	\$51,626	\$53,066	-2.7%
<b>F2043A</b>	HYDROLOGIST-A	4	\$59,717	\$68,138	-12.4%
<b>F3011A</b>	ECONOMIST-A	23	\$59,654	\$56,957	4.7%
<b>F3011S</b>	ECONOMIST SUPERVISOR	1	\$68,682	\$68,667	0.0%
<b>F4092B</b>	FORENSIC SCIENCE TECHNICIAN-B	5	\$31,242	\$39,630	-21.2%
<b>F4092O</b>	FORENSIC SCIENCE TECHNICIAN-O	8	\$50,482	\$56,755	-11.1%
<b>COMMUNITY &amp; SOCIAL SERVICES OCCUPATIONS</b>					
<b>G1011O</b>	SUBSTANCE ABUSE & BEHAVIORAL DISORDERS COUNSELORS-O	9	\$39,437	\$39,743	-0.8%
<b>G10141</b>	BEHAVIORAL HEALTH THERAPIST	89	\$49,088	\$46,981	4.5%
<b>G1015O</b>	REHABILITATION COUNSELOR-O	3	\$35,360	\$45,440	-22.2%
<b>G1029O</b>	SOCIAL WORKER, ALL OTHER-O	3	\$39,000	\$40,214	-3.0%
<b>G10501</b>	CHILD SUPPORT LEGAL ASSISTANT 1	106	\$32,885	\$32,880	0.0%
<b>G10601</b>	FAMILY ASSISTANCE ANALYST 1	433	\$32,427	\$33,101	-2.0%
<b>G10901</b>	PROBATION PAROLE OFFICER 1	214	\$35,110	\$45,369	-22.6%
<b>G10902</b>	PROBATION PAROLE OFFICER 2	145	\$40,602	\$59,328	-31.6%
<b>G1091O</b>	HEALTH EDUCATOR-O	10	\$41,246	\$45,641	-9.6%
<b>G1092O</b>	PROBATION OFFICER & CORRECTIONAL TREATMENT SPECIALIST-O	154	\$33,842	\$38,165	-11.3%
<b>G2011A</b>	CLERGY-A	2	\$46,634	\$41,980	11.1%
<b>LEGAL OCCUPATIONS</b>					
<b>H1011O</b>	LAWYER-O	52	\$58,573	\$70,450	-16.9%
<b>H1021O</b>	ADMINISTRATIVE LAW JUDGE, ADJUDICATOR-O - DISABILITY CLAIMS	33	\$41,226	\$44,192	-6.7%
<b>H1021O</b>	ADMINISTRATIVE LAW JUDGE, ADJUDICATOR-O - HEARING OFFICERS	16	\$44,928	\$58,417	-23.1%
<b>H2011A</b>	PARALEGAL & LEGAL ASSISTANT-A	36	\$42,245	\$42,965	-1.7%
<b>EDUCATION &amp; TRAINING OCCUPATIONS</b>					
<b>I4011A</b>	ARCHIVIST-A	5	\$42,578	\$46,986	-9.4%
<b>I4013A</b>	MUSEUM TECHNICIAN & CONSERVATOR-A	8	\$42,245	\$47,721	-11.5%
<b>I4013O</b>	MUSEUM TECHNICIAN & CONSERVATOR-O	14	\$29,203	\$36,367	-19.7%
<b>I4021A</b>	LIBRARIAN-A	13	\$46,842	\$43,547	7.6%
<b>ARTS, DESIGN, ENTERTAINMENT, SPORTS, &amp; MEDICA OCCUPATIONS</b>					
<b>J1024O</b>	GRAPHIC DESIGNER-O	6	\$33,197	\$40,834	-18.7%
<b>J3031O</b>	PUBLIC RELATIONS SPECIALIST-O	4	\$45,053	\$54,705	-17.6%
<b>HEALTHCARE PRACTITIONERS &amp; TECHNICAL OCCUPATIONS</b>					
<b>K1021S</b>	DENTIST, GENERAL SUPERVISOR	1	\$108,722	\$103,366	5.2%
<b>K1031O</b>	DIETITIAN & NUTRITIONIST-O	5	\$43,139	\$47,837	-9.8%
<b>K1051A</b>	PHARMACIST-A	11	\$94,952	\$97,058	-2.2%
<b>K1062O</b>	FAMILY & GENERAL PRACTITIONER-O	7	\$127,691	\$154,367	-17.3%

K1066A	PSYCHIATRIST-A	2	\$164,320	\$196,768	-16.5%
K10701	PHYSICIAN ASSISTANT	9	\$85,280	\$83,567	2.0%
K10801	CERTIFIED NURSE PRACTITIONER	22	\$73,050	\$81,894	-10.8%
K1111A	REGISTERED NURSE-A	181	\$56,472	\$60,788	-7.1%
K1111O	REGISTERED NURSE-O	51	\$49,504	\$52,875	-6.4%
K1123O	PHYSICAL THERAPIST-O	1	\$76,813	\$70,538	8.9%
K1125O	RECREATIONAL THERAPIST-O	22	\$31,013	\$41,505	-25.3%
K1127A	SPEECH-LANGUAGE PATHOLOGIST-A	1	\$80,070	\$57,753	38.6%
K1131A	VETERINARIAN-A	3	\$84,864	\$81,225	4.5%
K2011O	MEDICAL & CLINICAL LAB TECHNOLOGIST-O	8	\$39,438	\$44,919	-12.2%
K2012O	MEDICAL & CLINICAL LAB TECHNICIAN-O	3	\$27,352	\$31,023	-11.8%
K2021A	DENTAL HYGIENIST-A	4	\$49,130	\$48,371	1.6%
K2034O	RADIOLOGIC TECHNOLOGIST & TECHNICIAN-O	5	\$41,642	\$38,214	9.0%
K2052O	PHARMACY TECHNICIAN-O	11	\$30,056	\$28,350	6.0%
K2053O	PSYCHIATRIC TECHNICIAN-O	292	\$24,253	\$25,825	-6.1%
K2061O	LICENSED PRACTICAL & LICENSED VOCATIONAL NURSE-O	22	\$35,152	\$36,878	-4.7%
K9011A	OCCUPATIONAL HEALTH & SAFETY SPECIALISTS-A - OCCUP SAFETY	10	\$37,794	\$46,782	-19.2%
K9011A	OCCUPATIONAL HEALTH & SAFETY SPECIALISTS-A - HEALTH SERV	3	\$40,331	\$50,119	-19.5%
<b>HEALTHCARE SUPPORT OCCUPATIONS</b>					
L1011A	HOME HEALTH AIDE-A	19	\$26,832	\$29,535	-9.2%
L1012O	NURSING AIDE, ORDERLIES, & ATTENDANT-O	108	\$24,086	\$23,680	1.7%
L2011O	OCCUPATIONAL THERAPIST ASSISTANT-O	3	\$35,485	\$61,830	-42.6%
L9091O	DENTAL ASSISTANT-O	3	\$28,683	\$30,212	-5.1%
<b>PROTECTIVE SERVICE OCCUPATIONS</b>					
M2021A	FIRE INSPECTOR & INVESTIGATOR-A	11	\$38,397	\$53,187	-27.8%
M30124	CORRECTIONAL OFFICER CAPTAIN	26	\$49,088	\$56,913	-13.7%
M3012A	CORRECTIONAL OFFICER & JAILER-A	174	\$36,650	\$45,426	-19.3%
M3012O	CORRECTIONAL OFFICER & JAILER-O	803	\$30,451	\$34,439	-11.6%
M3021A	DETECTIVE & CRIMINAL INVESTIGATOR-A	44	\$43,514	\$58,066	-25.1%
M3021O	DETECTIVE & CRIMINAL INVESTIGATOR-O	46	\$37,357	\$40,726	-8.3%
M3031O	GAME & FISH WARDEN-O	35	\$38,584	\$46,528	-17.1%
M40101	EMERGENCY MANAGEMENT SPECIALIST	9	\$45,573	\$53,735	-15.2%
M9032O	SECURITY GUARD-O	58	\$24,086	\$28,450	-15.3%
M9032S	SECURITY GUARD SUPERVISOR	8	\$29,120	\$34,737	-16.2%
<b>FOOD PREPARATION AND SERVING RELATED OCCUPATIONS</b>					
N2012O	COOK, INSTITUTION AND CAFETERIA-O	27	\$22,922	\$23,242	-1.4%
<b>BUILDING &amp; GROUNDS CLEANING and MAINTENANCE OCCUPATIONS</b>					
O2011O	JANITOR & CLEANER, EXCEPT MAIDS & HOUSEKEEPING CLEANERS-O	45	\$21,008	\$22,187	-5.3%
<b>SALES &amp; RELATED OCCUPATIONS</b>					
Q3031O	SECURITIES, COMMODITIES, & FINANCIAL SERVICES SALES AGENTS-O	6	\$80,371	\$60,170	33.6%
<b>OFFICE &amp; ADMINISTRATION SUPPORT OCCUPATIONS</b>					
R3011O	BILL & ACCOUNT COLLECTOR-O	1	\$27,269	\$35,089	-22.3%
R3031O	BOOKKEEPING, ACCOUNTING, & AUDITING CLERKS-O	7	\$26,395	\$30,828	-14.4%
R4031O	COURT, MUNICIPAL & LICENSE CLERK-O	10	\$27,498	\$31,923	-13.9%
R4121A	LIBRARY ASSISTANT, CLERICAL-A	2	\$22,942	\$32,694	-29.8%
R50332	DISPATCHER 2	79	\$32,157	\$40,440	-20.5%
R6011A	EXECUTIVE SECRETARY & ADMINISTRATIVE ASSISTANTS-A	77	\$37,898	\$45,278	-16.3%



<b>R60140</b>	SECRETARIES, EXCEPT LEGAL, MEDICAL, & EXECUTIVE-O	153	\$26,728	\$28,290	-5.5%
<b>FARMING, FISHING, &amp; FORESTRY OCCUPATIONS</b>					
<b>S2093A</b>	FARMWORKER, FARM & RANCH ANIMAL-A	12	\$36,629	\$42,465	-13.7%
<b>CONSTRUCTION &amp; EXTRACTION OCCUPATIONS</b>					
<b>T2031O</b>	CARPENTER-O	2	\$31,283	\$34,435	-9.2%
<b>T2111O</b>	ELECTRICIAN-O	8	\$34,133	\$40,071	-14.8%
<b>T2152O</b>	PLUMBER, PIPEFITTER, & STEAM FITTER-O	1	\$29,994	\$38,464	-22.0%
<b>T4011O</b>	CONSTRUCTION & BUILDING INSPECTOR-2	5	\$43,202	\$51,216	-15.6%
<b>INSTALLATION, MAINTENANCE, &amp; REPAIR OCCUPATIONS</b>					
<b>U3011A</b>	AIRCRAFT MECHANICS & SERVICE TECHNICIANS-A	2	\$59,571	\$53,745	10.8%
<b>U3023A</b>	AUTOMOTIVE SERVICE TECHNICIANS & MECHANICS-A	14	\$32,802	\$36,809	-10.9%
<b>U3031A</b>	BUS & TRUCK MECHANICS & DIESEL ENGINE SPECIALISTS-A	23	\$34,528	\$43,819	-21.2%
<b>U9021O</b>	HEATING, AIR CONDITIONING, & REFRIGERATION MECHANICS &	2	\$30,430	\$38,801	-21.6%
<b>U9042O</b>	MAINTENANCE & REPAIR WORKER, GENERAL-O	33	\$29,328	\$32,113	-8.7%
<b>PRODUCTION OCCUPATIONS</b>					
<b>V8099O</b>	PLANT & SYSTEM OPERATOR, ALL OTHER-O	8	\$37,336	\$39,594	-5.7%
<b>TRANSPORTATION &amp; MATERIAL MOVING OCCUPATIONS</b>					
<b>W2011A</b>	AIRLINE PILOT-A	2	\$60,237	\$61,493	-2.0%
<b>W60511</b>	MTD TRANSPORTATION INSPECTOR	66	\$28,933	\$38,726	-25.3%
<b>MANAGER OCCUPATIONS</b>					
<b>X20000</b>	LINE II - CURATOR	1	\$53,955	\$46,420	16.2%
<b>X20000</b>	LINE II - LABOR EMPLOYMENT SPECIALIST	5	\$42,537	\$57,507	-26.0%
<b>X20000</b>	LINE II - HISTORIC SITE ADMINISTRATOR	6	\$45,962	\$58,193	-21.0%
<b>X20000</b>	LINE II - PARK MANAGER	26	\$42,285	\$46,785	-9.6%
<b>X50000</b>	ADMIN/OPS II - BUILDING MANAGER	1	\$58,240	\$58,510	-0.5%
<b>X30000</b>	STAFF - VOCATIONAL REHABILITATION	8	\$58,799	\$61,003	-3.6%
<b>X40000</b>	ADMIN/OPS I	87	\$66,394	\$62,150	6.8%
<b>X40350</b>	ADMIN/OPS I - IT	17	\$83,429	\$52,118	60.1%
<b>X50000</b>	ADMIN/OPS II - FINANCIAL INSTITUTIONS	1	\$58,351	\$86,111	-32.2%
<b>X50000</b>	ADMIN/OPS II - HUMAN RESOURCES	12	\$74,430	\$73,953	0.6%
<b>X50000</b>	ADMIN/OPS II - STATE RECORDS	3	\$65,542	\$62,488	4.9%
<b>X50400</b>	ADMIN/OPS II - NURSING	10	\$74,173	\$84,247	-12.0%
<b>X60000</b>	GENERAL I - CHIEF FINANCIAL OFFICER	1	\$94,484	\$89,776	5.2%
<b>X60000</b>	GENERAL I - COMPENSATION & CLASSIFICATION	1	\$80,960	\$80,493	0.6%
<b>X60000</b>	GENERAL I - CONSTRUCTION PROJECT MANGER	1	\$71,055	\$60,587	17.3%
<b>X60150</b>	GENERAL I - ENGINEERING	44	\$89,461	\$107,167	-16.5%
<b>X60400</b>	GENERAL I - NURSING	3	\$86,798	\$67,091	29.4%

## Appendix L – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts to Band
<b>BUSINESS AND FINANCIAL OPERATIONS OCUPATIONS</b>			
C10791	LABOR RELATIONS ADMINISTRATOR	75	70
C11111	PROCESS IMPROVEMENT ANALYST	75	70
C20100	CERTIFIED PUBLIC ACCOUNTANT	85	80
C20121	STATE AUDITOR I	65	60
C20122	STATE AUDITOR II	70	65
C20123	STATE AUDIT AUDITOR COORDINATOR	85	75
C20131	TAX AUDITOR I	60	55
C20132	TAX AUDITOR II	65	60
C20133	TAX AUDITOR III	70	65
C20134	TAX AUDITOR IV	75	70
C2013S	TAX AUDITOR SUPV	80	75
C2061A	FINANCIAL EXAMINER-A	70	65
C2061B	FINANCIAL EXAMINER-B	60	55
C2061O	FINANCIAL EXAMINER-O	65	60
C6310S	UI TAX REPRESENTATIVE SUPERVISOR	65	65
C63111	UI TAX REPRESENTATIVE	55	55
C63112	UI TAX REPRESENTATIVE SENIOR	60	60
<b>COMPUTER AND MATHMATIC OCCUPATIONS</b>			
D10221	IT ARCHITECT	90	80
D10231	IT BUSINESS ANALYST	85	75
D10241	IT PROJECT MANAGER	85	70
D10251	IT APPLICATIONS DEVELOPER 1	70	55
D10252	IT APPLICATIONS DEVELOPER 2	75	60
D10253	IT APPLICATIONS DEVELOPER 3	85	65
D10261	IT GENERALIST 1	75	60
D10262	IT GENERALIST 2	85	70
D10271	IT DATABASE ADMINISTRATOR 1	70	60
D10272	IT DATABASE ADMINISTRATOR 2	80	65
D10281	IT SYSTEMS MANAGER 1	65	50
D10282	IT SYSTEMS MANAGER 2	70	55
D10283	IT SYSTEMS MANAGER 3	80	65
D10284	IT SYSTEMS MANAGER 4	85	70
D10291	IT NETWORK SPECIALIST 1	70	55
D10292	IT NETWORK SPECIALIST 2	75	60
D10293	IT NETWORK SPECIALIST 3	80	70
D10301	IT TECHNICAL SUPPORT SPECIALIST 1	60	45

D10302	IT TECHNICAL SUPPORT SPECIALIST 2	65	50
D10303	IT TECHNICAL SUPPORT SPECIALIST 3	70	55
D2011A	ACTUARY-A	75	70
D2011B	ACTUARY-B	65	60
D2011O	ACTUARY-O	70	65
D2031A	OPERATION RESEARCH ANALYST-A	70	65
D2031B	OPERATION RESEARCH ANALYST-B	60	55
D2031O	OPERATION RESEARCH ANALYST-O	65	60
<b>ARCHITECTURE &amp; 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
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, &amp; 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
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 &amp; 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 &amp; 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
I90311	COORDINATOR - CLASSROOM TECH	70	65
<b>HEALTHCARE PRACTITIONERS &amp; 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
K1051A	PHARMACIST-A	90	70
K1051B	PHARMACIST-B	80	60
K1051O	PHARMACIST-O	85	65
K1051S	PHARMACIST SUPV	95	75
K10621	PHYSICIAN	99	80
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
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
K2021B	DENTAL HYGIENIST-B	60	45
K2021A	DENTAL HYGIENIST-A	70	55
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
M33011	STIU INVESTIGATOR	70	65
M40101	EMERGENCY MANAGEMENT SPECIALIST	65	60
M40102	HOMELAND SECURITY SPECIALIST	70	65
M9032A	SECURITY GUARD-A	45	35
M9032B	SECURITY GUARD-B	35	25

M9032O	SECURITY GUARD-O	40	30
M9032S	SECURITY GUARD SUPV	50	40
<b>SALES &amp; 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 &amp; ADMINISTRATION SUPPORT OCCUPATIONS</b>			
R4030S	MVD AGENT SUPERVISOR	65	60
R40311	MVD AGENT	50	45
R40312	MVD AGENT SENIOR	55	50
R4032S	MVD STAFF ADMINISTRATOR	70	65
R4121A	LIBRARY ASSISTANT, CLERICAL-A	35	30
R4121O	LIBRARY ASSISTANT, CLERICAL-O	30	25
<b>FARMING, FISHING &amp; FOESTRY OCCUPATIONS</b>			
S20101	LIVESTOCK INSPECTOR 1	60	55
S20102	LIVESTOCK INSPECTOR 2	65	60
S2010S	LIVESTOCK INSPECTOR SUPV	70	65
<b>CONSTRUCTION &amp; 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
T40111	CONSTRUCTION & BLDG INSPECTOR SINGL CERT	60	55
T40112	CONSTRUCTION & BLDG INSPECTOR MULTI CERT	65	60
T4011A	CONSTRUCTION & BUILDING INSPECTOR-3	65	60
T4011B	CONSTRUCTION & BUILDING INSPECTOR-1	55	50
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	60	55
T4011S	CONSTRUCTION & BLDG INSPECTOR AREA CHIEF	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
<b>INSTALLATION, MAINTENANCE, &amp; REPAIR OCCUPATIONS</b>			
U3011A	AIRCRAFT MECHANICS & SERVICE TECH-A	75	55
U3011B	AIRCRAFT MECHANICS & SERVICE TECH-B	65	45

<b>U30110</b>	AIRCRAFT MECHANICS & SERVICE TECH-O	70	50
<b>U9021A</b>	HEATING, AIR CONDITIONING, & REFRIG-A	55	50
<b>U9021B</b>	HEATING, AIR CONDITIONING, & REFRIG-B	45	40
<b>U9021O</b>	HEATING, AIR CONDITIONING, & REFRIG-O	50	45
<b>U9021S</b>	HEATING, AIR CONDITIONING, & REFRIG SUPV	60	55
<b>TRANSPORTATION &amp; MATERIAL MOVING OCCUPATIONS</b>			
<b>W2011A</b>	AIRLINE PILOT-A	70	65
<b>W2011B</b>	AIRLINE PILOT-B	60	55
<b>W2011O</b>	AIRLINE PILOT-O	65	60
<b>MANAGER OCCUPATIONS</b>			
<b>X10100</b>	LINE I - DENTAL	95	65
<b>X10125</b>	LINE I - ECONOMICS	70	65
<b>X10150</b>	LINE I - ENGINEERING	70	65
<b>X10200</b>	LINE I - ENVIRONMENTAL SCIENCE	70	65
<b>X10250</b>	LINE I - FORENSIC SCIENCE	80	65
<b>X10300</b>	LINE I - HOSPITAL ADMINISTRATION	80	65
<b>X10350</b>	LINE I - IT	75	65
<b>X10400</b>	LINE I - NURSING	75	65
<b>X10450</b>	LINE I - NUTRITION/DIETITIAN	70	65
<b>X10500</b>	LINE I - OT/PT/SLP	80	65
<b>X10550</b>	LINE I - PHARMACY	85	65
<b>X10600</b>	LINE I - PSYCHIATRY	98	65
<b>X10650</b>	LINE I - PHYSICIAN	98	65
<b>X10700</b>	LINE I - MTD/SID	75	65
<b>X20100</b>	LINE II - DENTAL	95	70
<b>X20125</b>	LINE II - ECONOMICS	75	70
<b>X20150</b>	LINE II - ENGINEERING	75	70
<b>X20200</b>	LINE II - ENVIRONMENTAL SCIENCE	75	70
<b>X20250</b>	LINE II - FORENSIC SCIENCE	80	70
<b>X20300</b>	LINE II - HOSPITAL ADMINISTRATION	85	70
<b>X20350</b>	LINE II - IT	80	70
<b>X20400</b>	LINE II - NURSING	80	70
<b>X20450</b>	LINE II - NUTRITION/DIETITIAN	75	70
<b>X20500</b>	LINE II - OT/PT/SLP	85	70
<b>X20550</b>	LINE II - PHARMACY	90	70
<b>X20600</b>	LINE II - PSYCHIATRY	98	70
<b>X20650</b>	LINE II - PHYSICIAN	98	70
<b>X20700</b>	LINE II - MTD/SID	80	70
<b>X30100</b>	STAFF - DENTAL	95	75
<b>X30111</b>	CONSTRUCTION - PROJECT MANAGER	75	70
<b>X30125</b>	STAFF - ECONOMICS	80	75
<b>X30150</b>	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
X30795	IT COMMUNICATIONS MANAGER - DHSEM	85	75
X34031	MVD BUREAU CHIEF	80	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
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
X50420	RLD ELECTRICAL BUREAU CHIEF	85	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