2018
Classified Service
Compensation Report

State of New Mexico

State Personnel Board

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Purpose of Report

The State Personnel Board (SPB) Rules[1] require the SPB to annually adopt and submit a compensation report to the Governor and the Legislative Finance Committee (LFC) that details the results of the State of New Mexico's (State) annual compensation survey, and provides a review of the State's total compensation structure. This document shall serve as the official report.

This report conveys economic pay trends, findings, and data derived from the compensation and benefits surveys analyzed by the State Personnel Office (SPO). This data is analyzed in order to illustrate the salary ranges, rates, average salaries, and benefits for state classifications in the eight state Comparator labor market. The report also 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. Additionally, it 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 that provides greater economy and efficiency in the management of State affairs.[2]

Compensation Philosophy

In 2001, the SPB established a policy regarding the state's approach to compensation:

> "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."

[1] NMAC 1.7.4.8(E).
[2] NMSA 1978 § 10-9-2.

Executive Summary

The classified service workforce consists of over 17,000 employees within 64 executive agencies. The State recognizes that its employees are its most valuable asset, and that these employees are critical to providing services to all New Mexicans. Employment with New Mexico state government represents a career in public service, and an opportunity 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. Accordingly, it is critical to have a sound compensation program that is externally competitive. As the economy continues to recover, the State is experiencing pressure as other private and public sector organizations are competing for the same workers that the State is trying to attract and retain. Thus, SPO has worked hard to develop 11 new pay lines which will address market pricing issues, of which 2 pay lines have been approved by the SPB, creating a cleaner classification system to help recruit new employees. Work continues to get all new pay lines approved by the SPB.

Classified Employee Pay and Salary Structure versus Market

The State strives to pay a competitive public sector salary, while remaining fiscally responsible. This approach has 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 $45,906. New Mexico ranks sixth in both the primary eight state Comparator market for public sector employee and total compensation (salary plus benefits). Both of these rankings indicate that New Mexico is slightly behind its goal of being the average payer within the region. Regardless, a detailed analysis and Comparison of specific classification levels shows New Mexico to be at market for most general classifications, but further behind actual market averages in many hard to recruit and retain classifications for critical occupations such as Corrections, Information Technology, and Healthcare. In some cases, the average salary levels for selected benchmark classifications in these occupations, impact the State's ability to attract, retain, engage, motivate, and reward qualified employees.

In 2001, the State's pay band width was expanded to 78% wide, to allow 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. In FY14, SPO narrowed the pay band width to 74%, in an effort to bring the State classified service band width closer to the industry standard of 50%. The Governor, working with the Legislature, addressed this matter by having vacancies budgeted at midpoint rather than entry. The pay band width has already had a positive impact on filling vacant positions. In a continuing effort to align the State's compensation practices with industry standards, six new pay lines have narrower pay band widths of 67% (IT), 60% (Engineering, Architecture, Attorneys, Social Services), and 40% (Corrections).

The State must be prepared to address pay concerns; however, revenue shortfalls in the past few years have restricted the State from:

- Establishing and maintaining competitive position in the marketplace;
- Attracting and retaining high quality employees; and,
- Addressing the need for a salary structure adjustment, that may occur when funding becomes available.

SPO has worked with the Hay Group and Kenning Consulting to review and develop a methodology to address these issues.

Overuse of Alternative Pay Bands

Currently, over 25% of the State's job classifications are assigned to Alternative Pay Bands (APB). APBs are being utilized in response to the State's inability to adjust and maintain a competitive salary structure. The increased number of APBs is an indicator that the state's classified service salary structure has not been maintained and requires further attention.

APBs were originally designed to only be used on an exception basis, to address compensation issues related to recruitment and retention that could not 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 market pressure has impacted the State's ability to attract and retain well-qualified applicants, resulting in the SPB "temporarily" assigning job classifications to higher pay bands. These APBs are reviewed annually, and the Compensation and Classification Division presents recommendations to the State Personnel Board on renewing or discontinuing the temporary pay band assignment. Some classifications have never had an APB removed once it has been approved; market conditions and talent availability require the annual renewal of certain APBs.

Absent ongoing maintenance and adjustments to the State's compensation structure, New Mexico will continue to experience challenges each year in its ability to competitively recruit and retain employees, especially in critical occupations. Changes to the State's compensation structure in FY17 will provide needed relief to these market pressures.

Total Compensation Components Unbalanced

Total compensation for employees consists not only of the cost of the direct salary received, but also includes the value and cost to the State for 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 10%. When compared to both public and private sectors, the State contributes significantly more to employees in both medical and retirement benefits.

Total compensation includes benefits 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 incentive 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. As an example, an increasing number of organizations are paying 100% of coverage for the employee, while requiring employees to pick up a greater portion, if not all, of dependent coverage. Accordingly, the State should continue its efforts to review and manage its healthcare plan design, utilization rates, and to 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). Significant changes to PERA plans have recently occurred including modifications to the employer/employee contribution rates, and a movement to an age and service credit requirement (rule of

85) 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 the Department of Finance and Administration (DFA) and the General Services Department (GSD) to develop within PeopleSoft, a total compensation statement to be provided annually to each employee.

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

Compa-Ratios Vary Significantly

Compa-ratio[3] is a position within a pay range relative to the midpoint of a pay range. It is an industry standard measurement of a compensation plan.

When evaluating individual agencies:

- The average Compa-ratio throughout the state ranges from 90% to 116%;
- 8 executive agencies have an average Compa-ratio of less than 100%; and,
- 14 executive agencies have an average Compa-ratio of over 110%.

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

This 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 has resulted in significant Compaction for tenured employees who typically have more experience or qualifications than new hires.

Implement Variable Pay-for-Performance Reward System

SPO continues to assess the feasibility of introducing variable pay-for-performance models into the classified service compensation system. These types of programs are currently being utilized successfully in other government entities. Employee rewards may include merit increases to base salaries or lump sum rewards and bonuses.

In general, the State's compensation system should align variable pay with achieved results to recognize and reward employees for their contribution to the success of the agency. To be effective, variable pay must accommodate market fluctuations and the cost of living. Variable pay mechanisms are important components of a reward system that provides effective methods for rewarding outstanding performance, for accomplishments of short-term assignments, for retaining employees and for similar special situations.

[3] "Compa-ratio" means pay expressed as a percentage of the midpoint of a pay band. NMAC 1.7.1.7(I).

Classification System Changes

In 2001, the State revised the classification and compensation system resulting in a 27% reduction in the number of job classifications from 1,200 to 867. This project, known as NM.HR.2001, included:

- Increasing the compensation plan from a 50% spread to a 78% spread due to a change in the State's compensation system and strategy that was abandoned shortly after its establishment; and,
- Abolishment of minimum qualifications for each classification.

The implementation and subsequent abandonment of the premises of NM.HR.2001, coupled with the impact of the economic downturn, significantly contributed to the State's inability to attract and retain employees. In 2011, SPO initiated a review of all classifications. This review has resulted in all classifications and job descriptions being scheduled to be modified to 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.

SPO has developed a new market-focused Classification & Compensation System that will deliver 11 new pay lines that capture different families of work. These pay lines will allow for targeted, well-planned increases to be delivered, easing market tensions and bringing New Mexico closer to the Comparative market.

System Maintenance Costs

In a joint effort with both the LFC and DFA, a methodology was developed to ensure the cost of a 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, and equates to approximately $9.6 million, including benefits. The table below illustrates the cost of General Fund Split for a full fiscal year:

Table 1

Cost of In-Range Salary Adjustments for a Full Fiscal Year	
Percent of Actual Salary Adjustment	Cost of the General Fund Split (millions)
1%	**$5,395.00**

Salary Surveys & Data Sources

Annual Salary Survey Purpose

Annually, The State Personnel Office's Compensation & Classification Division conducts a salary survey to identify and compare the labor market competitiveness of the State's salary structure (pay bands), and current pay practices (actual pay), with the State's comparator market. This survey also allows an assessment of the competitiveness of pay and benefits (insurance, leave, etc.) to the labor market. SPO's Compensation & Classification Division reviews and analyzes numerous, credible, salary and budget surveys to collect salary data. (See Appendix A).

Job classifications are reviewed and compared to benchmarks to determine how close to similar jobs are represented through Comparative analyses, and are selected based on market criteria which are consistent with past comparisons. 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).

Unless noted, data used in the compilation of this report is as of July 1, 2018

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 objectives are to improve the validity of job matches, to improve the accuracy of data in salary surveys among the states, and to reduce the number of individual surveys exchanged among the states on an annual basis.

In 2018, 39 state governments participated in NCASG's annual survey, representing 644,246 public sector employees. In 2018, SPO identified job matches for 179 of 189 benchmark classification in the survey.

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 may take advantage of a Section 457, Deferred

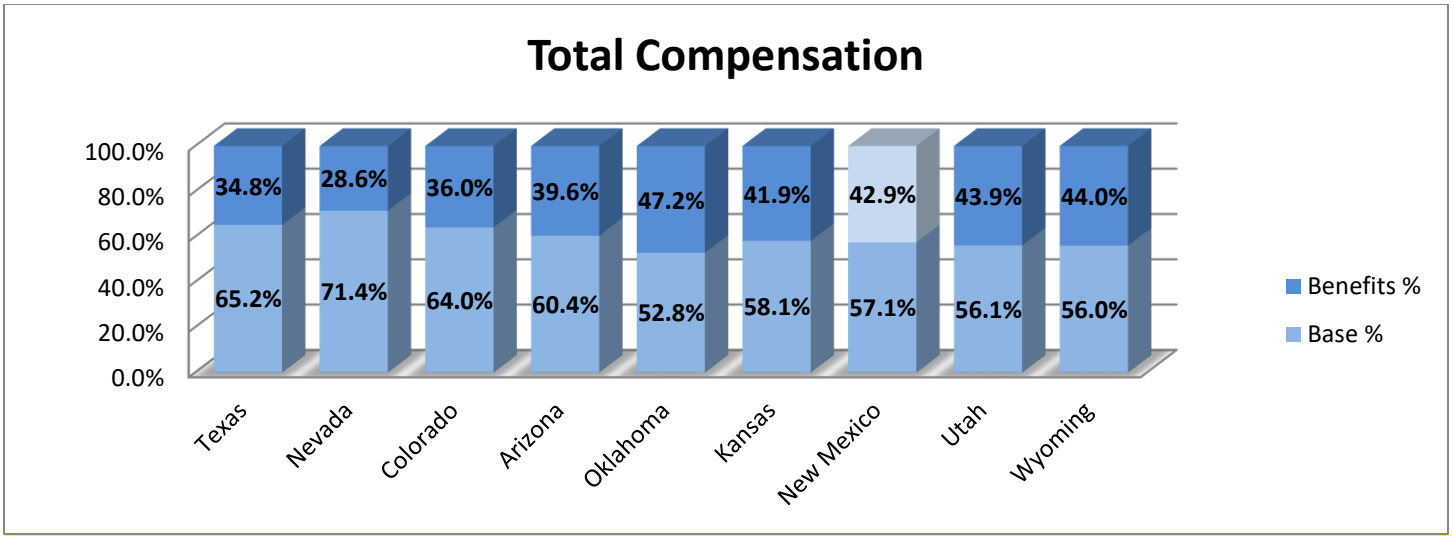
Table 2

Eight – State Comparator Market Total Compensation Ranking	
Wyoming	$95,050
Utah	$90,915
Colorado	$86,148
Oklahoma	$86,080
New Mexico	$80,010
Arizona	$77,638
Texas	$68,909
Kansas	$63,845
Nevada	$57,210

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. The below graph illustrates the Comparison of total compensation.

Graph 1



Eight State Comparator Market

When Compared to the eight state Comparator salary market, Table 1 shows that New Mexico ranks sixth. In 2000, the Hay Group 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 table 6, page 18). Increases to both salary and benefits have resulted in significant growth in total compensation for these states.

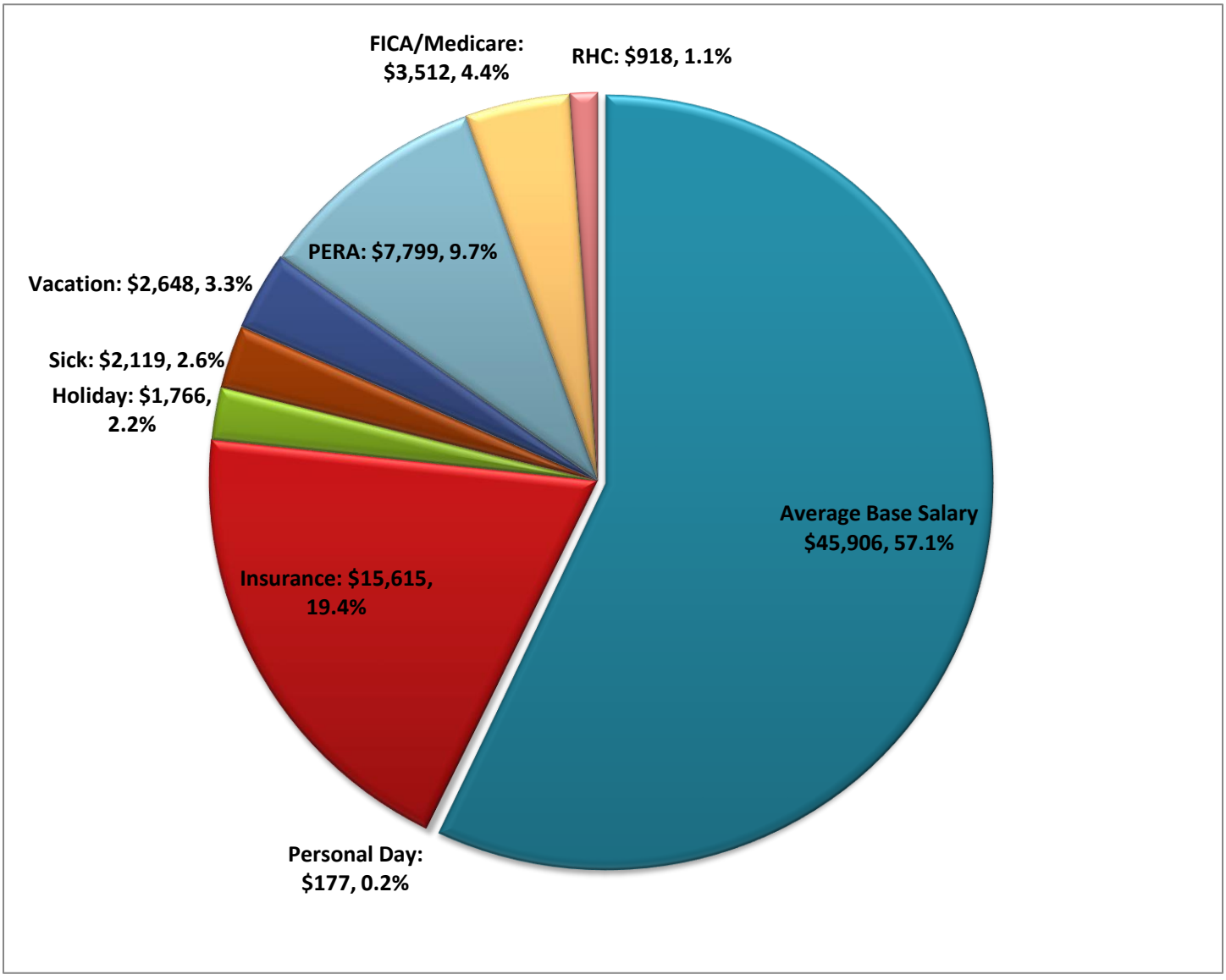
Total Classified Compensation Calculation

Table 3 and Chart 1 provide a typical breakdown of New Mexico's total compensation components for classified employees. The 2018 average base salary is $45,906. This amount is 57.1% of total compensation. The remaining employer sponsored indirect components of total compensation (mandated benefits, insurance, and paid time off) is valued on average at $34,554 or 42.9% of total compensation, resulting in a total compensation annual amount of $80,459.

Table 3

Average Base Salary:		**$45,906.00**	**57.1%**
Employer Sponsored Benefits:			
FICA/Medicare	(6.2% / 1.45% of gross salary)	$3,512	4.4%
PERA	(16.99% of gross salary)	$7,799	9.7%
RHC	(1.1 % of gross salary)	$918	1.1%
Vacation	(120 hours per year)	$2,648	3.3%
Sick	(96 hours per year)	$2,119	2.6%
Holiday	(80 hours per year)	$1,766	2.2%
Insurance	(less than $50,000)	$15,615	19.4%
Personal Day	(8 hours per year)	$177	0.2%
Total Benefits		**$33,354**	**42.9%**
Total Compensation (Salary + Benefits):		**$79,260**	**100.0%**

Chart 1



Employer Costs for Employee Compensation

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 4. These costs are derived from the National Compensation Survey conducted by the U.S. Bureau of Labor Statistics, and is published in the monthly Employer Cost for Employee Compensation (ECEC) report. Once average total compensation is derived, the various components can be calculated as a percentage of total compensation. This calculation allows for comparisons to be made between the State of New Mexico and national trends.

Today's workers tend to move between different organizations, and be attracted to portable retirement plans when they leave an organization.

Table 4 demonstrates how New Mexico's salaries and benefits compare nationally to other state and local governments and the private sector. 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. State of New Mexico wages and salaries only account for 57.1% of total compensation, as compared to approximately 62.4% for state and local governments nationally.

Although, the State's wages and salaries are less than those nationally, the ratio of the State's indirect compensation (benefits), when compared to base salary, is significantly higher than other state and local governments by 5.3%. This significant indirect compensation difference 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 1.3% greater than the national civilian worker average, the percentage of insurance (medical, dental, vision, etc.) coverage paid by the State is 10.8% greater than what civilian workers are provided. Nationally, in both public and private sectors, a trend is occurring to address escalating health insurance premiums by requiring employees to cover a greater percentage of their benefits through increased premium rates, higher co-pays and higher yearly deductibles. These measures pass a greater cost on to the employee, and reduce the cost to the employer. These measures also provide an incentive to employees to better manage their health and wellness issues because the employee bears more of the cost for services.

Table 4

Compensation Component	Civilian Workers	Private Industry	State & Local Government	State of New Mexico
Wages and salaries	68.3%	69.6%	62.4%	57.1%
Benefits	31.7%	30.4%	37.6%	42.9%
Paid leave	7.1%	7.0%	7.5%	8.4%
Supplemental pay	3.3%	3.8%	1.0%	0.0%
Insurance	8.7%	7.9%	11.9%	20.2%
Health	8.2%	7.5%	11.6%	19.0%
Retirement and savings	5.3%	3.9%	11.5%	
Defined benefit	3.3%	1.7%	10.7%	9.7%
Defined contribution	2.0%	2.3%	0.8%	0.0%
Legally required	7.3%	7.7%	5.5%	4.4%

The retirement and savings component in state and local government is almost three times the national average for civilian workers. Defined benefit programs were increased 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.

A solid retirement plan is a key factor in attracting employees to work for an organization, and it is 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 tend to 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 beneficial to review the balance between the various components of total compensation, given the changes in workforce demographics.

National Trends

Trends in compensation administration are often influenced by economic indicators at the national, regional, and local levels. Gathering and analyzing these multivariate sources provides a framework against which the State's compensation program can be analyzed. This analysis then informs SPO's specific compensation recommendations.

For 2019, organizations across all industries are planning general salary increases of 2.9-3.2% as reported by national compensation survey sources. (See Table 5).

Table 5

Industry Related Trends & Data Sources See Appendix A for Data Sources	
WorldatWork	3.2%
WorldatWork Public Administration	3.0%
Korn Ferry	3.0%
Mercer	2.9%
Willis Towers Watson	3.1%
Aon	3.1%
The Conference Board	3.0%
NCASG	3.0%
Salary.com	3.0%
Social Security Administration COLA	2.8%

The Social Security Administration (SSA) annually determines whether to grant beneficiaries a Cost of Living Adjustment (COLA) based on the inflation rate during the third quarter of the year compared to the last year a COLA was awarded. Since 2012, social security adjustments have averaged about 1%; this includes 2016 in which no increase was provided. For 2019, a 2.8% COLA is planned.

National compensation survey sources indicate that most organizations plan to provide general salary increases of 3.0% in 2019.

Comparator States Merit and Structure Adjustment Trends

When closely reviewing our comparator state governments, we can break out specific occupational salary and structure adjustment trends, particularly for professions which the State Personnel Office has developed new classifications and new salary structures. According to the latest NCASG salary survey data presented at its annual conference this fall, states projected

a 3.0% merit increase for all occupations in FY18; yet the actual average increase from year-to-year was 2.6%. States reported actual average merit increases for Engineering and Architects at 2.7%; Security/Corrections at 2.1%; and IT at 3.0%. Reporting states are projecting for FY19 salary increases of 2.25% and structure adjustments (pay bands) of 1.65%.

Economic Data

The U.S. Department of Labor (DOL) Bureau of Labor Statistics (BLS) tracks a number of primary economic indicators relevant to compensation and the price of goods and services.

Employment Cost Index (ECI)

The Employment Cost Index (ECI) is an indicator measured quarterly that tracks changes in compensation costs including wages, salaries and the employer's cost for employee benefits.

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

The Consumer Price Index—All Urban Consumers (CPI—U) is tracked monthly and is a measure of the changing purchasing power of the dollar. The number reflects the average change in the prices paid by urban consumers for a fixed market basket of goods and services. The index is principally used as an indicator of inflation.

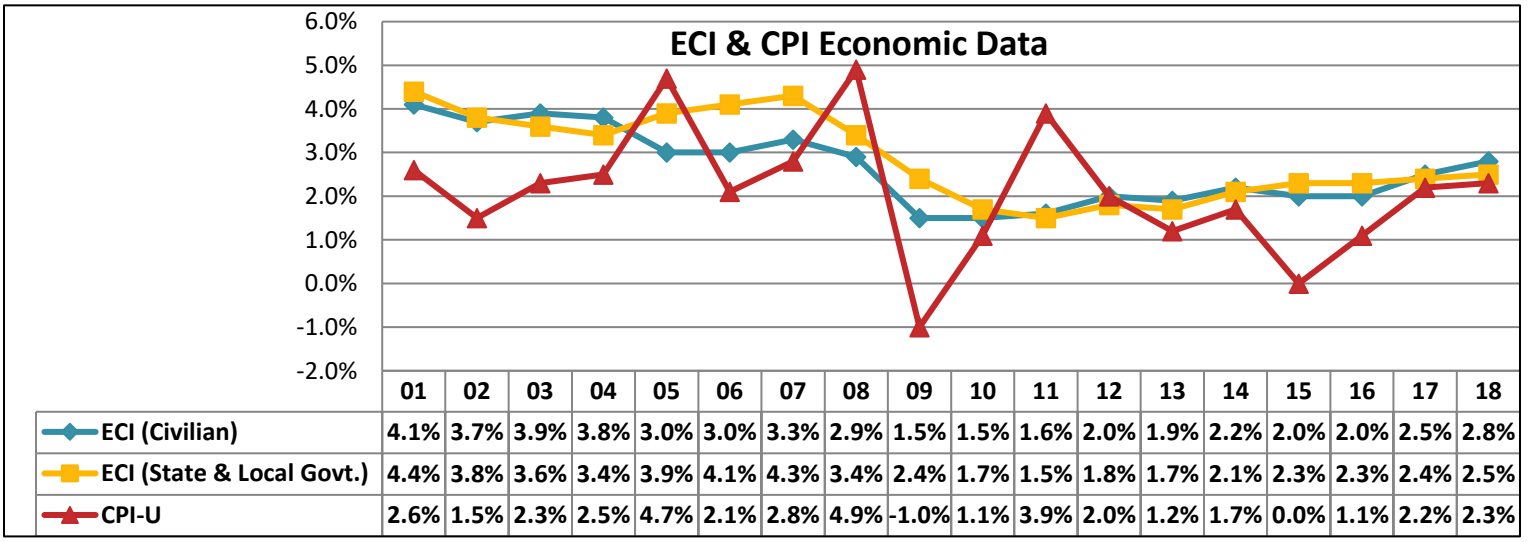
Table 6

ECI & CPI Economic Data			
Year	ECI (Civilian)	ECI (State & Local Govt.)	CPI-U
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%
2014	2.2%	2.1%	1.7%
2015	2.0%	2.3%	0.0%
2016	2.3%	2.3%	1.1%
2017	2.5%	2.4%	2.2 %

For the period ending September 2017, the CPI-U, which covers 89% of the population of the United States, was reported as 2.2%. (See Graph 2). Supporting data may be found at www.bls.gov.

Table 5 and Graph 2 show ECI wage-related data compared to CPI-U's inflation-related data.

Graph 2



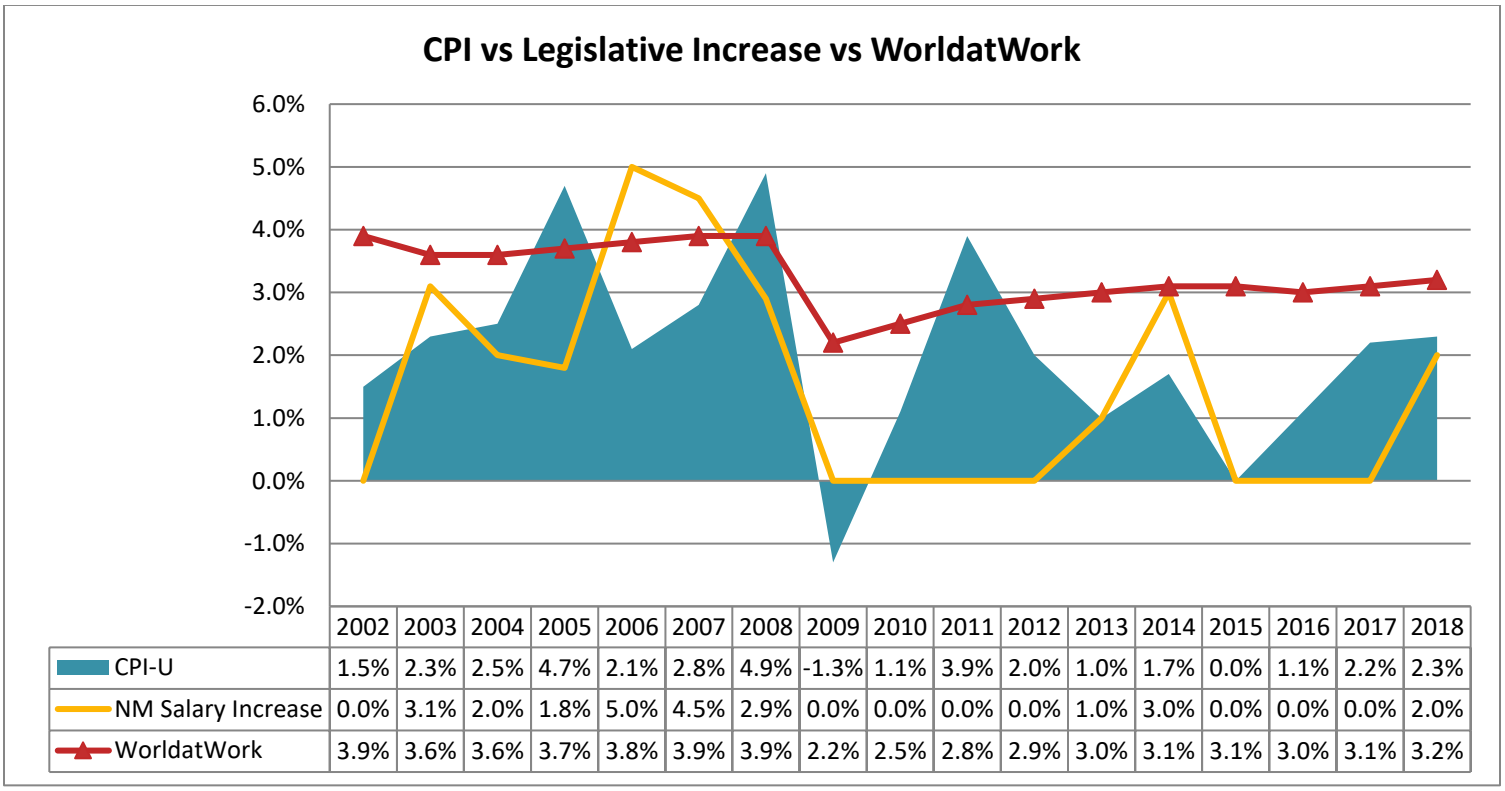
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18
ECI (Civilian)	4.1%	3.7%	3.9%	3.8%	3.0%	3.0%	3.3%	2.9%	1.5%	1.5%	1.6%	2.0%	1.9%	2.2%	2.0%	2.0%	2.5%	2.8%
ECI (State & Local Govt.)	4.4%	3.8%	3.6%	3.4%	3.9%	4.1%	4.3%	3.4%	2.4%	1.7%	1.5%	1.8%	1.7%	2.1%	2.3%	2.3%	2.4%	2.5%
CPI-U	2.6%	1.5%	2.3%	2.5%	4.7%	2.1%	2.8%	4.9%	-1.0%	1.1%	3.9%	2.0%	1.2%	1.7%	0.0%	1.1%	2.2%	2.3%

It is useful to compare the national wage data trends against New Mexico's salary increase history to identify patterns and develop recommendations where necessary. Graph 3 compares the history of CPI-U rates (shaded area) and the national wage increases as reported by WorldatWork against the Legislatively Authorized salary increases in New Mexico.

Graph 3 demonstrates that New Mexico has not kept pace when compared to these two wage and economic data points. According to WorldatWork, 2018 represents the seventh year in a row that industry leading compensation industries have reported organizations providing an average 3% salary increase. The national rate of inflation has also outpaced salary growth in NM for the same period. This means employee wages have fallen significantly behind trends resulting in employees spending more year-over-year for the same basket of goods and services as measured by the CPI-U. Annual state benefit cost increases have compounded this problem.

The State's inability to provide salary increases and adjust salary structures in line with national market indicators is due, in part, to economic and funding challenges. Data show that as funding becomes available, the State will need to be prepared with multi-year strategies to address complex and varied salary structure and wage issues.

Graph 3



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
CPI-U	1.5%	2.3%	2.5%	4.7%	2.1%	2.8%	4.9%	-1.3%	1.1%	3.9%	2.0%	1.0%	1.7%	0.0%	1.1%	2.2%	2.3%
NM Salary Increase	0.0%	3.1%	2.0%	1.8%	5.0%	4.5%	2.9%	0.0%	0.0%	0.0%	0.0%	1.0%	3.0%	0.0%	0.0%	0.0%	2.0%
WorldatWork	3.9%	3.6%	3.6%	3.7%	3.8%	3.9%	3.9%	2.2%	2.5%	2.8%	2.9%	3.0%	3.1%	3.1%	3.0%	3.1%	3.2%

Regional Trends

Table 7 below illustrates the average classified salary for New Mexico and the eight state Comparator market for the past 10 years. 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 depending on agency business needs, available budget, new hires, career progression and separations.

Table 7

10 Year Historical Data State(s) Average Base Salary Comparison										
	2009	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Arizona*	$37,448	$37,630	$36,695	$34,973	$35,422	$43,832	$44,116	$45,062	$45,981	$46,901
Colorado	$53,952	$55,044	$51,072	$50,955	$52,270	$53,772	$54,300	$54,509	$54,858	$55,187
Kansas	$38,248	$38,100	$35,235	$37,855	$36,356	$37,336	$36,056	$37,133	$37,233	$37,345
Nevada**	$55,704	$55,704	$55,704	$55,704	$46,446	$47,216	$64,792	$66,082	$69,084	$40,862
New Mexico	$42,058	$41,986	$41,995	$41,912	$41,912	$43,576	$44,554	$44,803	$45,342	$45,906
Oklahoma	$34,984	$35,200	$32,495	$35,540	$36,314	$37,700	$37,700	$42,940	$44,178	$45,061
Texas	$38,461	$39,232	$39,265	$40,223	$40,310	$40,398	$40,398	$43,255	$44,064	$44,901
Utah	$42,562	$42,635	$39,312	$45,114	$45,749	$46,592	$47,656	$48,832	$49,764	$50,980
Wyoming	$45,822	$45,822	$44,764	$48,352	$47,922	$49,213	$52,050	$54,018	$55,500	$53,299

**Arizona's data from 2009-2013 is from NCASG. Arizona did not participate in the NCASG survey for 2014 or 2016; however, their average base salary data were reported from "The State of Arizona Workforce Report". The State of Arizona "Advisory Recommendation" shows the state's compensation adjustments from 2009-2016, and these adjustments create a large jump in the base salary reported.*

*** Nevada data was estimated from 2009-2012. Normal aging of their data caused an over estimation of annual base salary for 2013 thru 2017. 2018 is first time Nevada HR has submitted actual data from their 2018 Employee Hand Book.*

New Mexico Trends

The US DOL BLS annually tracks the Employer Costs for Employee Compensation (ECEC), which includes measures of wages, salaries, and benefits across all nonfarm private and state and local government workers. This data provides another benchmark against which to compare New Mexico classified employee salaries. Nationally, as of June 2017, the ECEC reports the average salary for private industry is $48,152. The ECEC reports the average salary for state and local government is $62,650.

Table 8

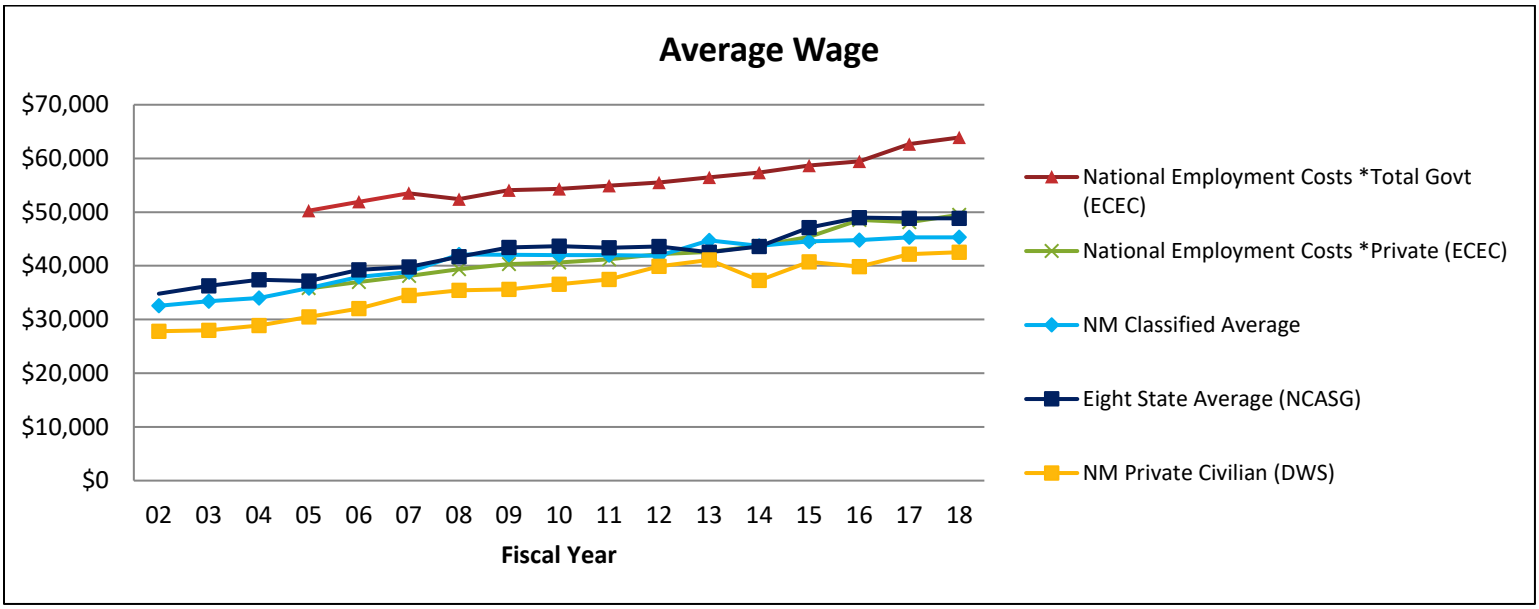
Average Annual Wages (not including benefits)	
USDOL ECEC Total Government	$63,898
USDOL ECEC Private Industry	$49,504
NM DWS Total Government (Fed, State, Local)	$50,700
NM Classified Employees	$45,302
NM DWS Private Industry	$42,536

New Mexico's average classified employee salary as of July 2018 is $45,906.

The New Mexico Department of Workforce Solutions (NM DWS) Quarterly Census of Employment and Wages for the first quarter of 2017 (published August 2017) reports private employment wages in NM averaging $42,172. Total Government wages across industries (Federal, State and Local) is reported as $48,412. Data is sourced from New Mexico Department of Workforce Solutions Quarterly Census of Employment and Wages (First Quarter 2017). (See Table 7) Second Quarter data is not available at the time of the Annual Report publication.

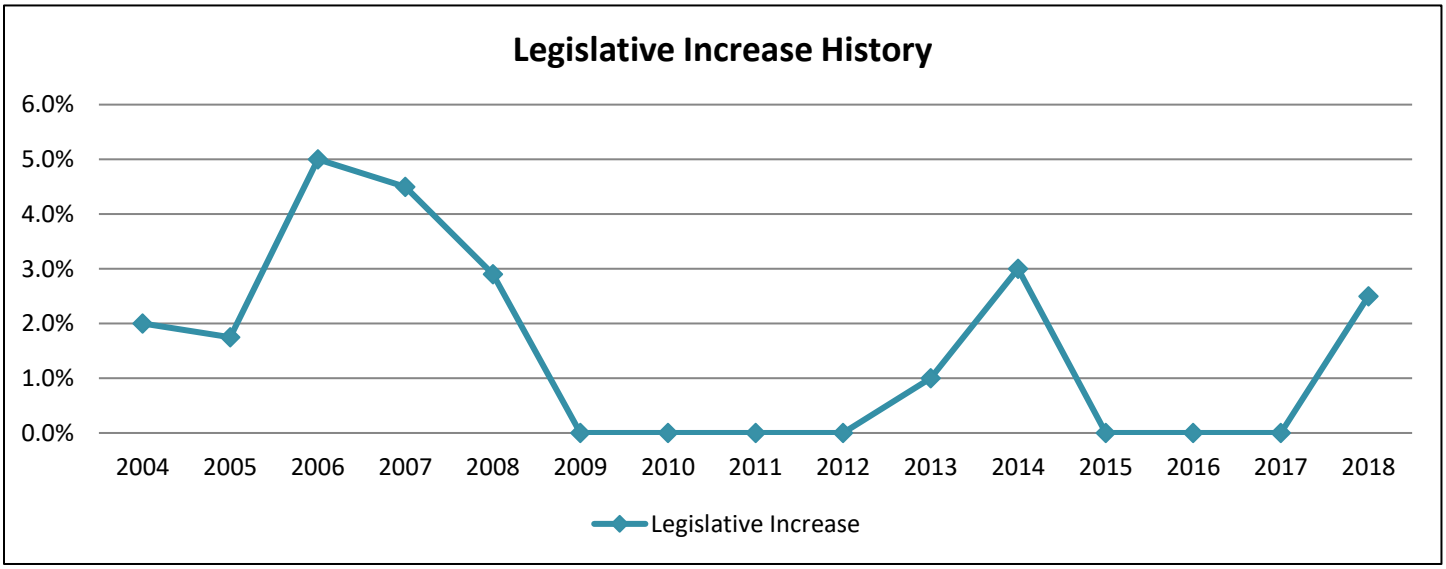
USDOL ECEC, NMDWS and NM Classified Employee salary trends are presented against the Comparator market of the National Compensation Association of State Governments (NCASG) in Graph 4.

Graph 4



New Mexico Legislatively Authorized Salary Increases

Graph 5 shows the legislatively appropriated salary increases for each of the past 14 fiscal years. The salary increase amounts include 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 $134,833,736 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 B.



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 2018, New Mexico ranked sixth (Table 9) 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, complexity, qualifications and working conditions.

Table 9

Eight - State Comparator Market Base Compensation Ranking	
Colorado	$55,187
Wyoming	$53,299
Utah	$50,980
Arizona	$46,901
New Mexico	$45,906
Oklahoma	$45,459
Texas	$44,901
Nevada	$40,862
Kansas	$37,345

Appendix C shows the average classified salary over the past 14 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. Appendix C 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, because each year the composition of filled jobs changes slightly depending on agency business needs, available budget, new hires, career progression, and separations.

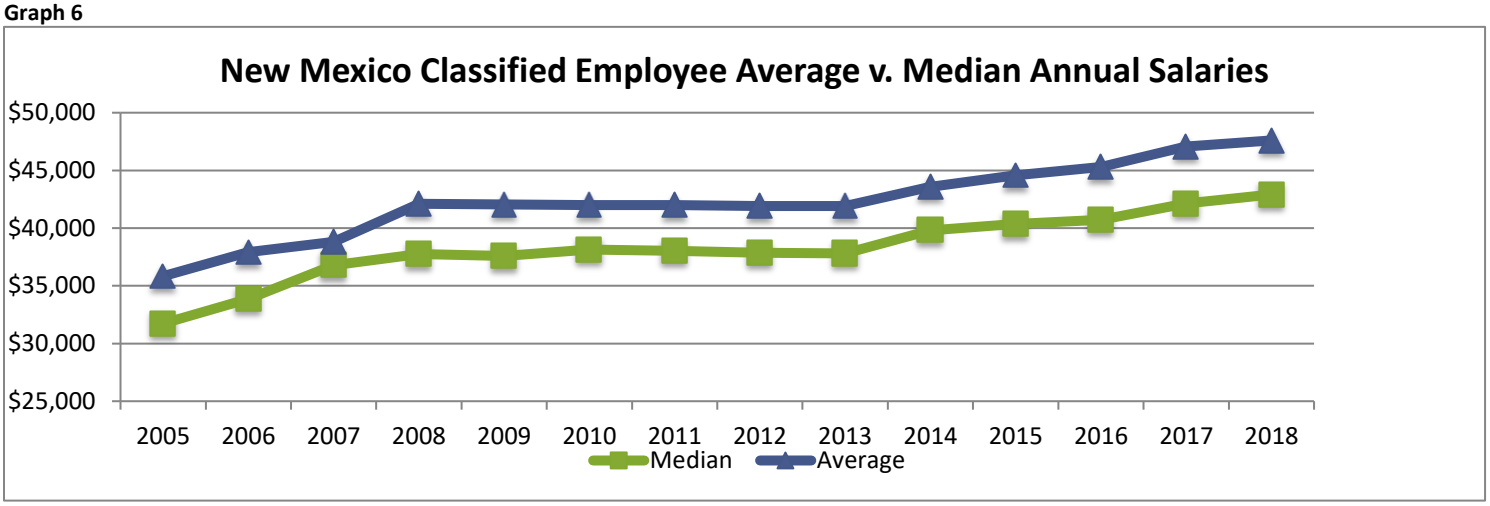
New Mexico Classified Employee Average & Median Salary Comparison

44.9% of New Mexico's classified employees earn between $20,000 and $40,000 annually.

Average and median classified salaries advanced from 2005 to 2008 and then remained flat from 2008 to 2013. From 2014 to 2018, the both the median and averages classified salaries gradually increased. New Mexico Classified Employee Average Salary rose over 1.1% in 2018. (See Graph 6). The dollar difference between average and median salaries occurs due to the larger number of employees earning less than the average annual salary of $47,597.

The difference between the average and median salaries is further illustrated upon review of the distribution of classified employees by earnings between 2014 and 2018. (See Graph 7). FY18 data reflects that 44.9% of New Mexico's classified employees earned between $20,000 and $40,000 annually. Supplemental information may be found in Table 10.

Graph 6



Graph 7

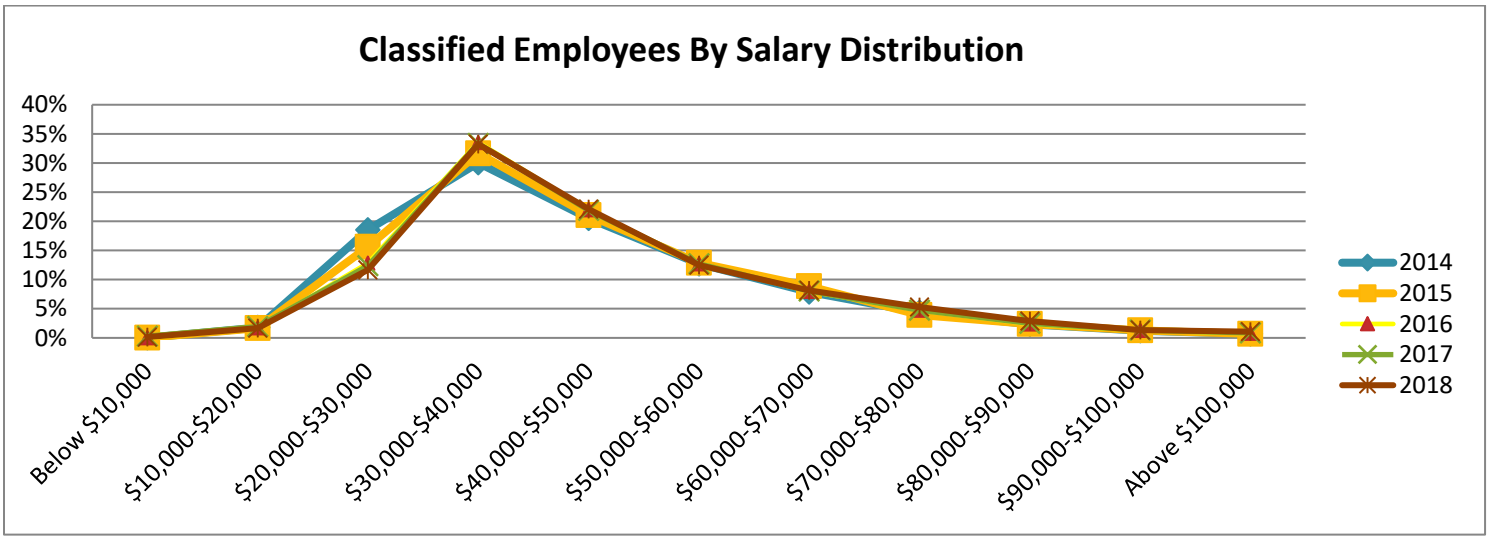


Table 10

	2003	2008	2011	2012	2013	2014	2015	2016	2017	2018
Below $10,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	0.3%	0.1%
$10,000-$20,000	13.7%	2.7%	2.1%	2.3%	2.4%	1.8%	1.7%	12.8%	2.0%	1.7%
$20,000-$30,000	36.4%	23.1%	23.7%	22.2%	22.1%	18.5%	15.6%	33.5%	12.4%	11.7%
$30,000-$40,000	24.9%	29.6%	28.9%	30.9%	31.0%	30.0%	31.7%	22.0%	33.3%	33.2%
$40,000-$50,000	14.8%	19.3%	19.4%	19.3%	19.3%	20.5%	21.1%	12.7%	21.9%	22.1%
$50,000-$60,000	6.1%	12.6%	12.1%	11.7%	11.5%	12.7%	12.8%	8.0%	12.7%	12.5%
$60,000-$70,000	2.8%	6.5%	7.0%	6.9%	7.0%	7.9%	8.9%	4.8%	8.0%	8.1%
$70,000-$80,000	0.9%	3.6%	3.6%	3.6%	3.6%	4.4%	3.9%	2.4%	4.7%	5.3%
$80,000-$90,000	0.1%	1.6%	1.8%	1.9%	2.0%	2.3%	2.4%	1.3%	2.5%	2.9%
$90,000-$100,000	0.1%	0.6%	0.7%	0.7%	0.7%	1.2%	1.3%	0.8%	1.4%	1.4%
Above $100,000	0.3%	0.4%	0.5%	0.5%	0.4%	0.7%	0.7%	0.01%	0.8%	1.1%

Proposed Occupationally Based Salary Structures

SPO has assessed the classified service classification and pay system to identify components in need of updates, modifications, or deletion. Currently, the classified service system consists of (7) seven pay lines, 51 pay bands that are less than 74% wide, and over 1,145 different job classifications. Within these classifications, the size of job – the needed knowledge, skills, problem solving, and accountability – can vary greatly. Through careful analysis, SPO has discerned that this variance will compound over time, as our current and future classifications demand more and more specialization and skill.

In response, SPO is in the process of creating a new classification structure with 11 new pay lines, each targeted towards a particular sector, which take into account the sizes of different jobs and the movement of the market in these sectors. These occupationally based pay lines are:

- Corrections (Completed)
- Information Technology (Completed)
- Engineer, Surveyor, Water Resources, Engineering Tech (Completed)
- Architecture (Completed)
- Healthcare and Healthcare Support(In Progress)
- Attorneys (Completed)
- Public Safety and Security
- Social Services (Completed)
- General Administration
- Scientific
- Trades and Labor

These new pay lines will provide policy makers with the flexibility to assess both economic indicators and agency requests, in a more pointed manner. The new pay lines will also enable policy makers to take appropriate, targeted action, and continue the utilization of the Hay methodology to accurately evaluate jobs without utilizing artificial levels to accommodate market pay differences.

SPO has also identified job classifications that are unused or underutilized. Many of these classifications are being consolidated. This process has been ongoing, and SPO anticipates that it will be completed within the next fiscal year. SPO will rely heavily on agency input and collaboration during the remainder of the project. The last few elements of the project will involve cross walking old job titles to the new job titles, updating the SHARE and NEOGOV systems, and training our client agencies on the use of the new system.

The new framework has organized all jobs in state government by occupation, thereby providing a mechanism to correct the link between classification and compensation as they relate to the market. The new classification framework provides a means by which the evolution and placement of certain classifications can be accommodated in the future without having to reshuffle the entire framework.

Every classification within the classified service will be evaluated by SPO and properly defined. Each classification is categorized into a dedicated job family with defined levels of work. Every job family contains a classification series that fits together within that job family, such as Civil Engineers and Electrical Engineers within the Engineering family. Once all the classification series have been placed into their job families, the families are assigned to an occupationally market based pay line, which allows SPO to responsively adjust to market pressures that could affect certain types of job families, as seen in the example below:

Occupational Group	GROUP A: Engineers, Surveyors, Water Resources Specialists and Engineering Technicians
Job Families:	Engineers
	Surveyors
	Water Resources
	Engineering Technicians

Job Family: Engineers	
Description	
Engineers design and supervise the construction of roads, buildings, airports, tunnels, dams, bridges, and water supply and sewage systems. They must consider many factors in the design process from the construction costs and expected lifetime of a project to government regulations and potential environmental hazards such as earthquakes and hurricanes. Major areas of professional focus are structural, water resources, construction, transportation, and geotechnical engineering.	
Levels of Work	
Engineer Graduate	This position is an entry level engineering position accountable for verification of accuracy and completion of submissions based on prescribed templates. The person in this position receives close supervision from a Licensed Professional Engineer.
Engineer Intern	This position is the second level of the Engineering Series which performs standard engineering assignments of limited to moderate complexity in a relevant discipline in accordance with accepted agency practices. The person in this position exercises limited judgment on details of work and in application of standard methods for conventional work. Licensed Professional Engineer will provide general review of all aspects of this person's work and provide close supervision on unusual or difficult problems or work assignments.
Engineer Professional I	This position is the third level of the Engineering Series which performs professional engineering work with both standard and varied assignments of a moderate to complex nature representing a significant portion of a large project or an entire project of moderate complexity in accordance with accepted agency practices. The person in this position independently evaluates, selects, and adapts standard techniques, procedures, and criteria and has a general knowledge of principles and practices of related fields. In addition, the person in this position over time uses advanced techniques in the modification or extension of theories and practices to complete job assignments and may work on a major project or several projects of moderate scope with complex features.
Engineer Professional II	This position is the highest non-management level of the Engineering Series and is a seasoned senior position which is accountable for complex design and design review in a designated engineering discipline. Independently applies extensive and diversified knowledge of principles and practices in broad areas of assignments and related fields. Plans and coordinates detailed aspects of agency work. Receives general direction on key objectives and when necessary on unconventional problems.
Engineer Manager I	This position is the first level of management in the Engineering Series which provides supervision over subordinate engineers in which the primary focus is on resource management and the leadership of staff. Responsible for managing all aspects of a specific agency project. This function requires having knowledge of Federal regulations & engineering requirements for this program area; coordinating with the Federal oversight agency and other agencies/departments & outside contracted firms; managing & analyzing SCL and PDA rating data; managing subordinates' & others' work; & preparing progress reports.

Job Family:	Engineers
Description	
Engineer Manager II	This position is the second level of management in the Engineering Series which focuses on the supervision of subordinate managers and staff. Incumbents at this level have managerial and technical accountability for the overall results of assigned organizational units. Responsible for managing the day to day operations of the assigned agencies bureaus/sections; works in collaboration to coordinate testing processes with agency sections; provides support to agency management, District Offices and functional groups; and actively participates on the agency specific Subcommittee.
Engineer Manager III	This position is the highest level of management in the Engineering Series which focuses on the supervision of subordinate managers and staff and the allocation of resources. Incumbents at this level have considerable managerial and technical accountability for the overall results of assigned organizational units. Supervise and manage engineers and programs that are responsible for the scheduling, development and delivery of assigned design projects for assigned geographic area.

Defining and accurately placing jobs within this framework will minimize salary inequities between jobs across agencies by creating the right number of jobs and compensating them appropriately based on the level of work that the position is responsible for. The new framework also gives decision makers more flexibility in appropriating salary increases when faced with economic instability or resource scarcity by giving them the ability to target occupational pay lines that are in the most need of an adjustment due to the market or increased difficulties in recruiting and retaining incumbents.

In conjunction with all our client agencies, we continue to move this project forward. The resulting system will enhance recruitment, selection, retention, as well as performance appraisals and succession planning throughout State government.

Average Salary Data by Pay Band

Tables 11a, 11b, 11c, 11d, and 11e show the number of employees in each pay band and the employee average salary and Compa-ratio by pay band. The data show that the average Compa-ratio by pay band in the General Pay Line is generally below midpoint in the lower pay bands and higher in the higher pay bands. Compa-ratios for all other employees in the new occupationally-based pay lines are generally lower. This is a result of implementing pay structures with higher market-based midpoints without providing accompanying salary increases. Although the State Personnel Board approved them, the Attorney and Social Service Salary Schedules were not included here because they hadn't been implemented by the release of this report.

Table 11a

General Pay Band	Average Salary	Average Compa - Ratio	# of Employees
25	$19,850	96.1%	232
30	$20,787	98.7%	362
35	$23,726	98.7%	324
40	$26,805	102.5%	882

General Pay Band	Average Salary	Average Compa - Ratio	# of Employees
45	$30,309	104.4%	862
50	$33,308	103.2%	1201
55	$36,426	101.0%	1521
60	$38,231	97.0%	2035
65	$45,151	103.6%	2251
70	$50,585	104.3%	1678
75	$59,146	108.6%	1174
80	$67,339	109.2%	647
85	$74,948	106.5%	543
90	$86,438	107.3%	279
95	$95,268	102.4%	61
96	$109,744	101.6%	33
25	$19,850	96.1%	232
30	$20,787	98.7%	362
35	$23,726	98.7%	324

Table 11b

Corrections Pay Band	Average Salary	Average Compa - Ratio	# of Employees
CA	$28,558	83.3%	13
CB	$35,704	84.5%	731
CC	$39,532	84.7%	187
CD	$43,933	86.5%	101
CE	$50,532	91.7%	23
CF	-	-	0
CG	$63,045	99.5%	3
CH	$58,228	84.1%	7
CJ	$66,155	83.3%	30
CK	$74,102	83.1%	15
CL	$83,945	85.9%	3
CM	$93,593	85.7%	2

Table 11c

Information Technology Pay Band	Average Salary	Average Compa - Ratio	# of Employees
IA	$38,972	98.7%	16
IB	$47,483	102.8%	38
IC	$52,852	97.3%	58
ID	$55,017	89.9%	110
IE	$67,324	98.3%	188
IF	$76,408	98.5%	201
IG	$85,882	93.9%	61
IH	$90,535	84.8%	29
II	$98,162	83.4%	14
IJ	$107,715	82.1%	6
IK	$108,742	74.9%	3

Table 11d

Engineer Pay Band	Average Salary	Average Compa - Ratio	# of Employees
EA	$32,257	90.8%	52
EB	$37,408	94.9%	45
EC	$40,643	91.7%	148
ED	$47,945	94.9%	96
EE	$51,020	88.3%	106
EF	$62,839	86.3%	95
EG	$74,518	94.3%	103
EH	$87,291	99.1%	20
EI	$88,463	90.5%	29
EJ	$94,361	88.4%	16
EK	$104,944	88.5%	9

Table 11e

Architect Pay Band	Average Salary	Average Compa - Ratio	# of Employees
AA	$52,073	81.1%	2
AB	$60,944	83.4%	7
AC	-	-	0

Average Salary Data by Agency

Appendix E 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 Corrections Department at 90.1 % Compa-ratio, to the Architect Examiners Board at 115.9%. The average Compa-ratio for all employees is approximately 101.3%.

Key Classification Studies that Solved Staffing and Pay Issues

The two major occupational groups and their respective salary schedules that were implemented in FY18 are:

- Property & Casualty Adjuster I & Property & Casualty Adjuster II (Table 12)
- Workers' Compensation Adjuster I & Workers' Compensation Adjuster (Table 12)

In FY18, the Compensation and Classification Team completed the Property & Casualty Adjuster I, II and Workers' Compensation Adjuster I, II classification study primarily benefitting the Risk Management Division at the General Services Department. At issue was the highly competitive Adjusters' job market where competition is local and regional, both public and private. Certified and trained Adjusters are in such high demand that salary adjustments occur almost weekly and sign-on bonuses are the industry standard. The State competes with the Universities and local public bodies such as county and city governments in-state, nearby counties in other states as well as tribal governments.

Competition also comes from afar in the form of natural disasters such as hurricanes, tornados, flooding and fires. When disaster strikes in other states, typically after the Federal Government declares a State of Emergency, their governments will call on other states for any available adjusters, who, like utility workers, can make triple time and half in pay. And because the money flowing into those disasters tends to linger for months, even years, many adjusters decide to stay and move their families there. In order to compete, SPO's Classification and Compensation team researched local and regional salary data and recommended market adjusted Alternative Pay Bands to keep our qualified adjusters at Risk Management Division.

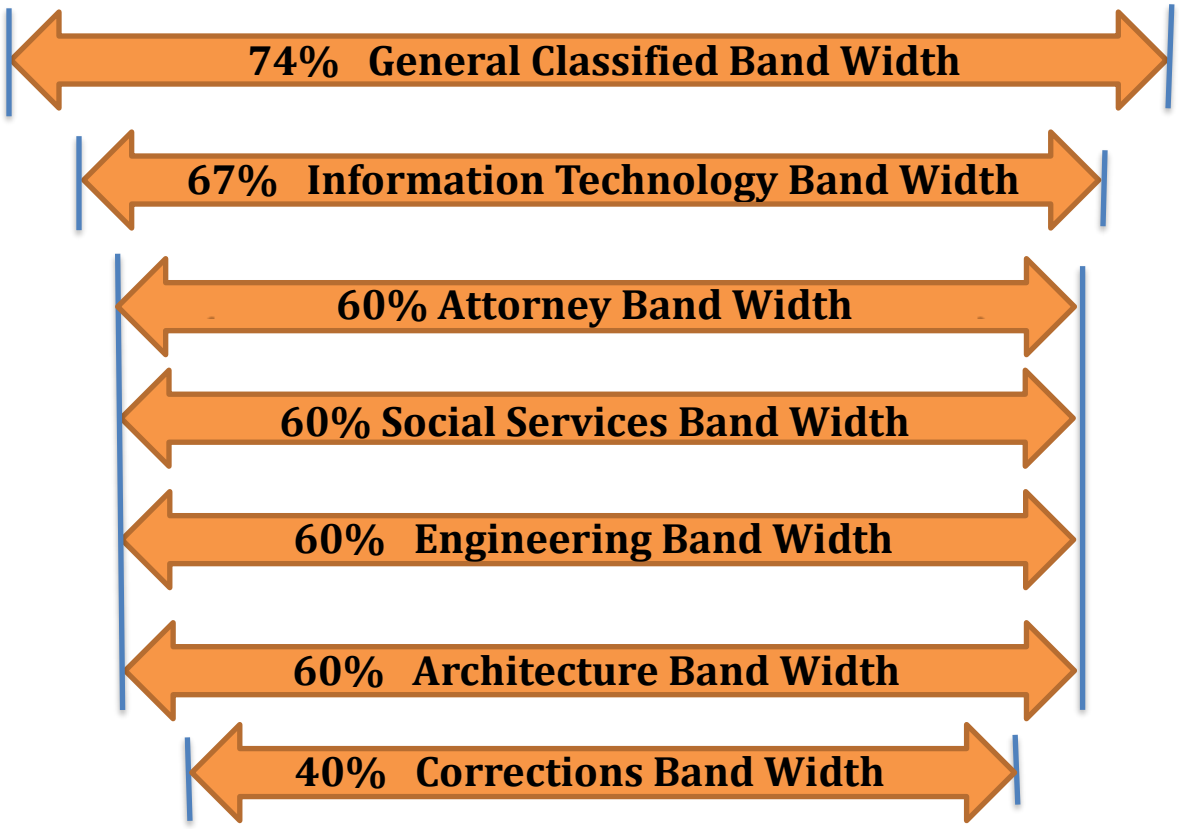
Table 12

Job Classification	Job Code	Pay Band
Property & Casualty Adjuster I	C10323	70
Property & Casualty Adjuster II	C10324	75
Workers' Compensation Adjuster I	C10321	70
Workers' Compensation Adjuster II	C10322	75

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 that have approximately the same job size or "worth" into pay bands. SPO uses the Hay Group 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 in the general classified salary structure is currently 74% wide – meaning the maximum rate of pay is 74% greater than the minimum rate of pay. The two new salary structures have pay bands that are 40% wide for corrections and 67% wide for Information Technology. Pay bands act as a control device by identifying the lower and upper ranges of pay that 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 that the State wishes to pay for a given level of work.



Regression Analysis

Regression analysis is a statistical tool that is used in compensation administration to document salary movement and generate pay lines. For New Mexico, the linear regression line that connects the 19 midpoint values of each pay band is described as the "policy" line. The policy line defines what the State is able to pay in order to remain competitive.

Two other linear regression lines commonly used in compensation analysis are the "market" line and the "practice" line. The market line is developed using the average pay rates for each relevant Comparator market job. The practice line represents the average pay of classified employees using actual pay rates. In sum:

- Policy Line = New Mexico Classified Service Midpoints of Current Salary Structure;
- Market Line = Average of Comparator Market Pay Rates; and,
- Practice Line = New Mexico Average of Classified Employee Actual Pay Rates.

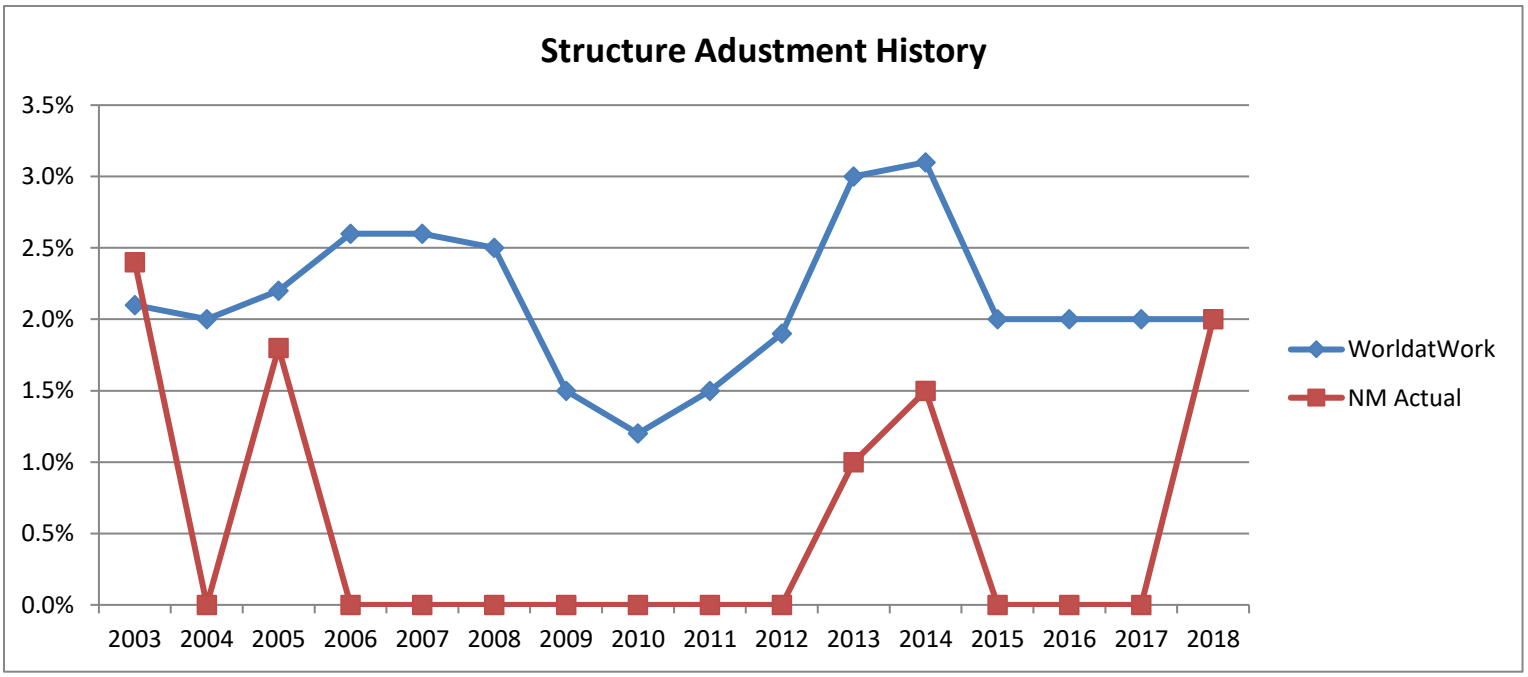
Using regression analysis in 2001, SPO implemented a salary structure that was set at 95% of the eight-state Comparator market. Use of regression analysis continues through FY18 for all New Mexico salary structures, now including separate pay structures for Corrections, Engineering, Architecture, Information Technology, Attorneys and Social Services.

Salary structures must accurately reflect the salary market for many reasons, including recruitment, retention, employee motivation, performance management, employee engagement, and appropriate valuation of job and budget management. An improperly maintained salary structure contributes to staffing problems for the State. For example, in the recruitment area, qualified applicants may not apply for State positions due to low starting pay or low salary ceiling thresholds. Existing highly qualified state employees may see the lack of salary structure movement and lack of wage growth opportunity as a reason to seek employment outside of the State, causing a talent drain.

Graph 8 illustrates the annual salary structure adjustment relative to the national WorldatWork industry indicator. Since 2003, SPO data indicate that the State's structure has increased 13.2%, while WorldatWork reports participating organizations adjusted their structures by over 32.7%. The six (6) new salary structures are not reflected in this graph, which is based on the general salary structure. This will require a change to how SPO reports structure adjustment figures in the future.

SPO will continue this project to reengineer the compensation and classification structures for all of the State's classifications, but this will take time to completely study, define and implement the remaining structures. When complete, this new system will provide unique salary structures that will allow the State and policy makers to better respond to changing market conditions in individual occupational groups, without having to redesign a single salary structure that affects every State job. The resulting system will allow New Mexico to become more responsive, strategic, and competitive in its compensation practices.

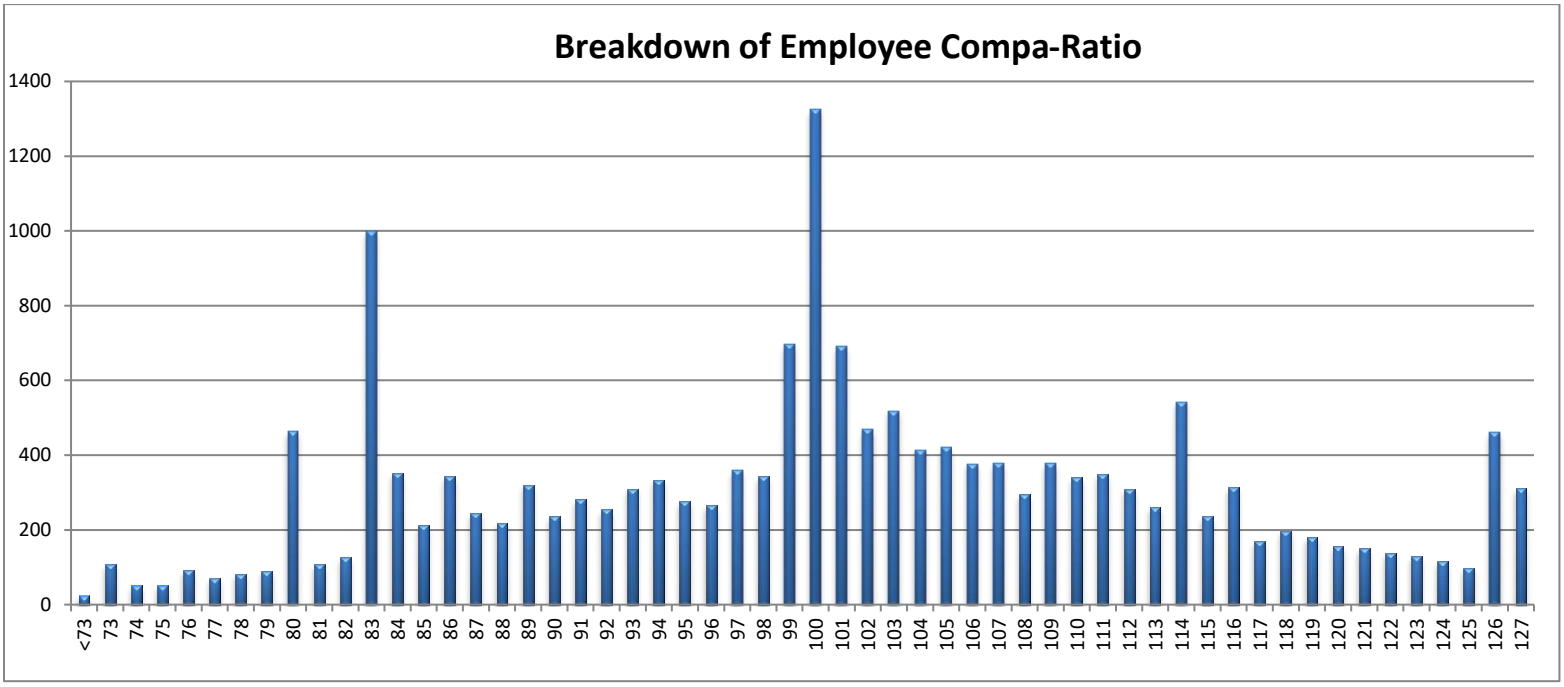
Graph 8



Classified Employee Compa-Ratio

Below, in Graph 9, the distribution of classified employee Compa-ratios is illustrated. The distribution normally resembles a bell-shaped curve, with several multi-modal spikes, with the number of employees spread fairly evenly throughout the distribution.

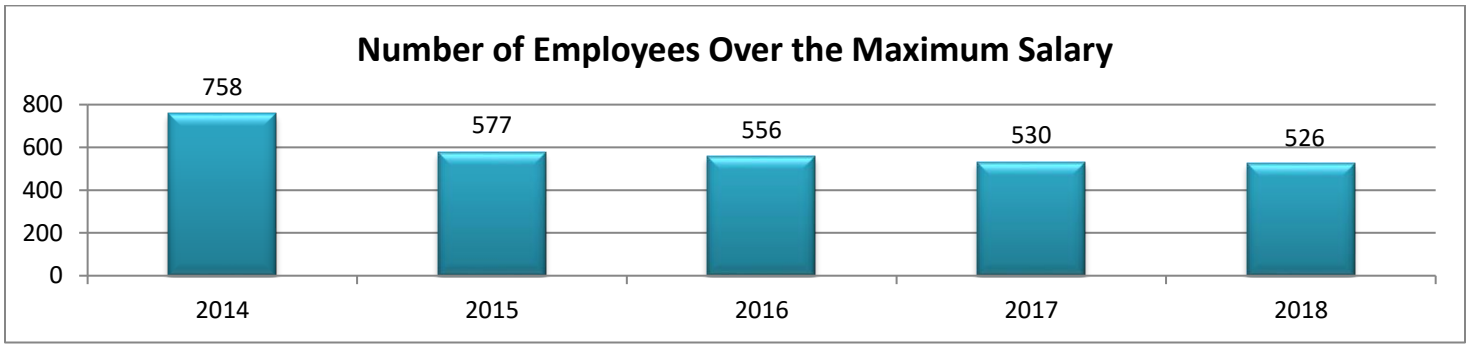
Graph 9



Approximately 3.1% 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 exceeding the maximum of the pay band, action has been taken to ensure that new employees are being hired or compensated within the pay band boundaries. The number of employees whose salary is over the maximum of the pay band has declined from 1,281 employees in FY09, to 526 in FY18.

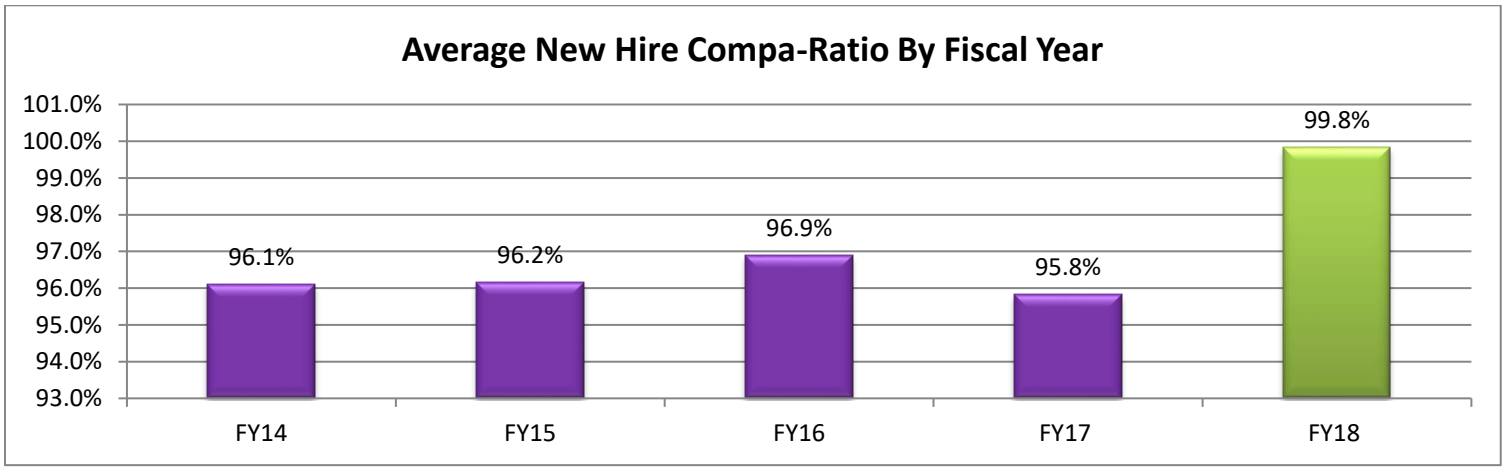
Graph 10 below illustrates the number of classified employees whose salary was and is above the maximum pay rates of their respective Compa-ratios.

Graph 10

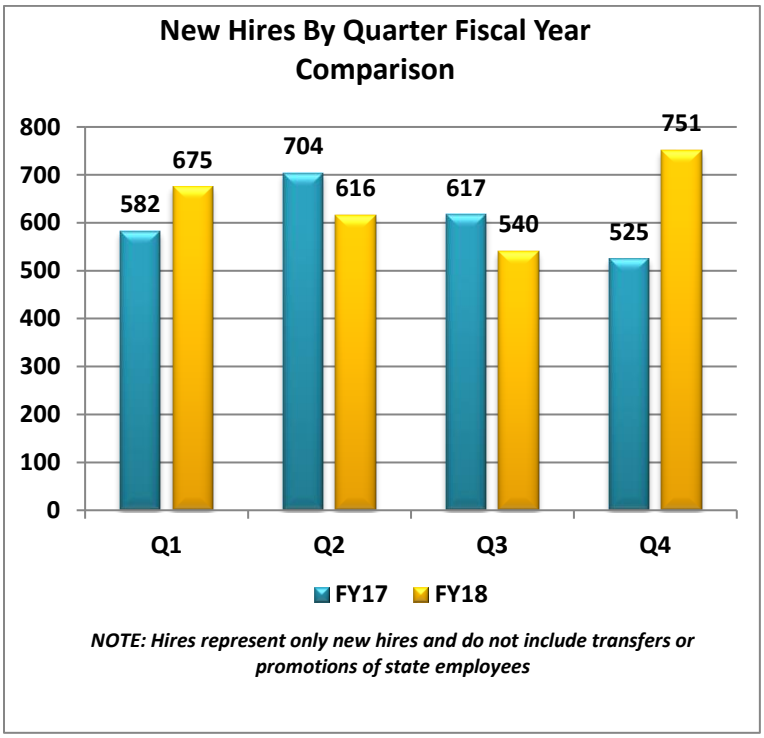


New hire pay rates, on average, were at a 96.1% Compa-ratio in FY14. In FY18, new hire pay rates increased to a 99.8% Compa-ratio. (See Graph 11) Occupationally based salary structures need to be addressed immediately to ensure that pay band midpoints are not being used as the entry level for classified positions. New hires with minimal experience typically should be hired closer to entry level, rather than near the midpoint of the range.

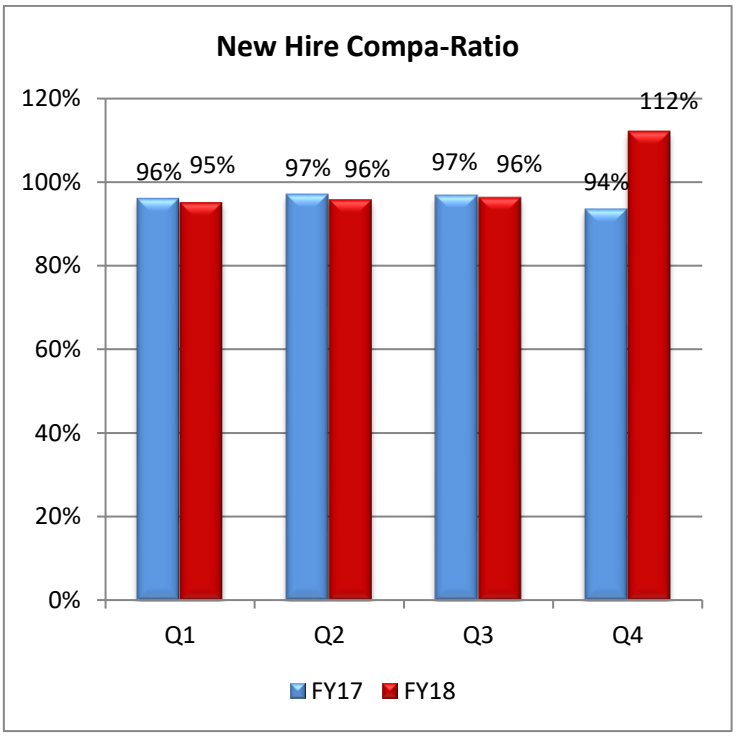
Graph 11



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. APB assignments are typically utilized 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, so 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. The implementation of occupationally based salary structures will allow the State to reduce, if not eliminate, the need for APBs in critical occupations.

While APB assignments were intended to be used on a limited basis, it had become the norm, with 32% of job classifications using them in 2015. With the implementation of the four occupational base salary structures in 2016 and 2017, only 23.8% of job classifications have APBs. The new pay lines under development are intended to eliminate APBs entirely, once implemented. A complete list of all job classifications assigned to APBs can be found in Appendix F.

Pay Administration

Pay Mechanisms

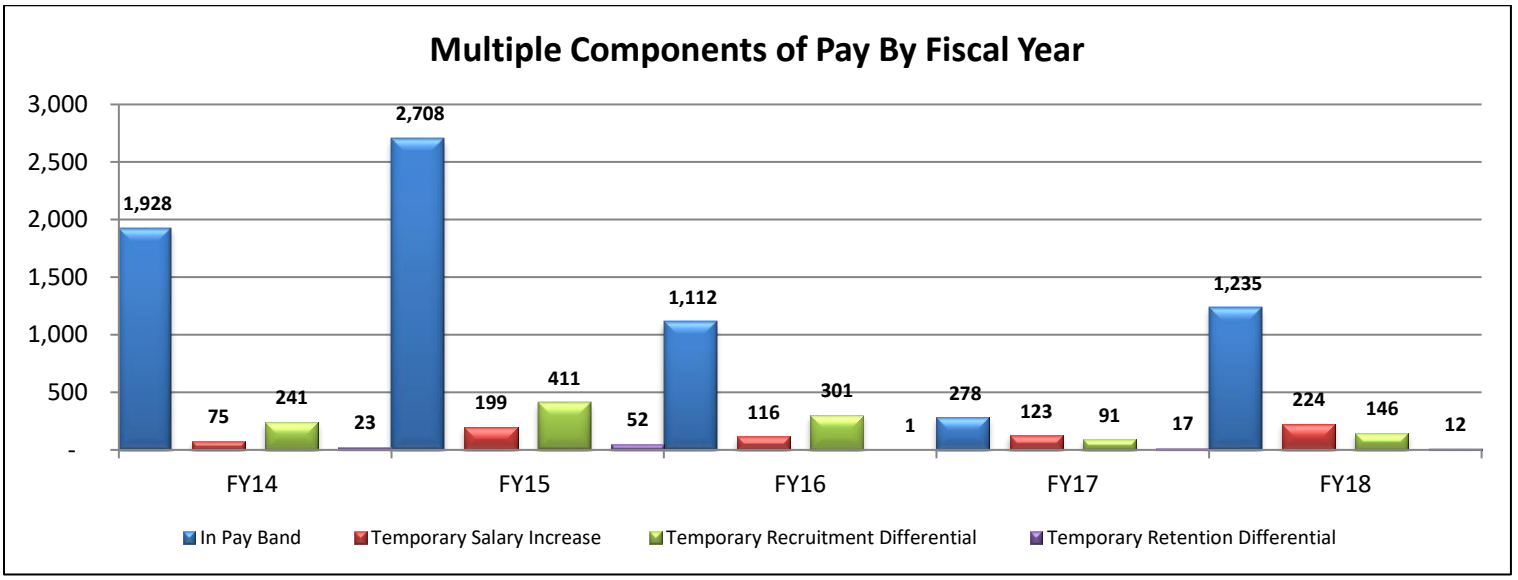
The SPB Rules provide pay mechanisms to enhance recruitment and retention efforts, by providing agencies with the tools to attract and retain a qualified workforce. The various pay mechanisms are explained and listed below:

- **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 that have a critical need to retain an employee, and 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. DFA reviews the requests to ensure current and future agency budget availability.

Graph 14 shows the activity for each multiple component of pay (MCOP) utilized by the State from FY13 through FY18. The continued decrease in the use of temporary MCOPs (TSI, TREC and TRET) reflects SPO's exercise of oversight, including its evaluation of the improper use of temporary MCOPs, and its continued efforts to ensure that agencies are in compliance with

SPB Rules. Temporary pay mechanisms are reviewed and authorized for various periods of time depending on each individual circumstance, and in accordance with SPB rules.

Graph 14



In Pay Bands (IPBs) spiked in FY15 because they were specifically authorized for critical positions at CYFD, DOT,DPS, DGF and DCA, based on Compa-ratio and agency budgets. The increase in IPB's in FY18 were granted to healthcare and community services related professionals at DOH and CYFD. These IPBs brought employees closer to new-hire Compa-ratios and corrected internal alignment and appropriate placement issues.

Classified Service Demographics

The below graphs detail the level of education received, ethnicity, gender and age demographics of classified employees.

Graph 15

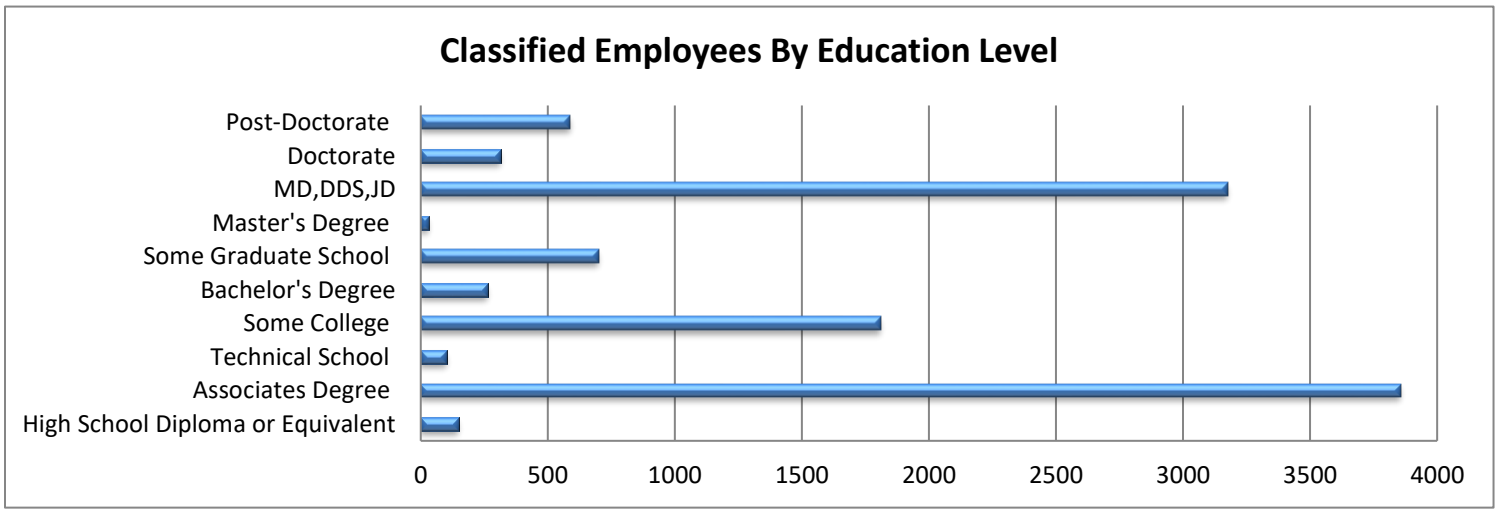
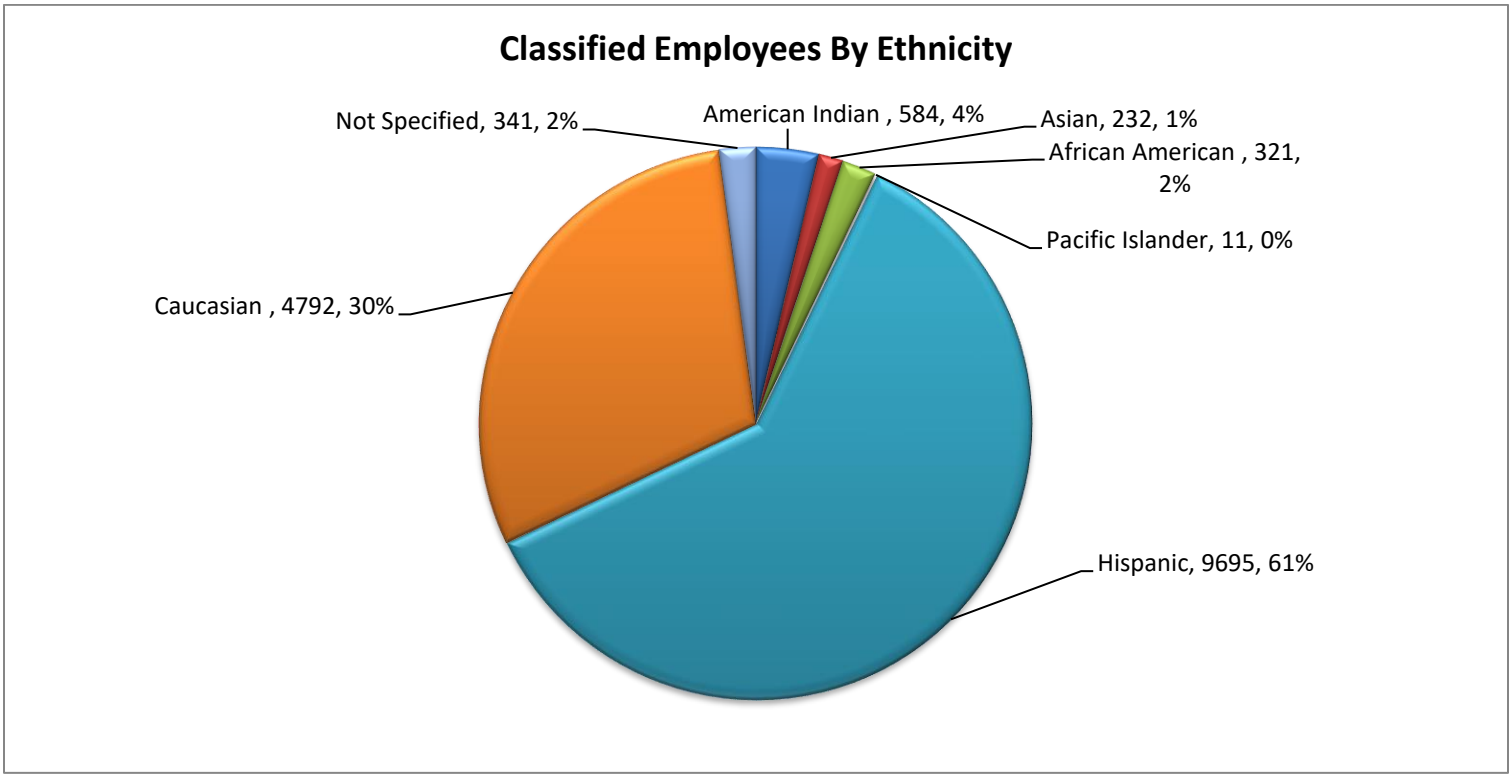
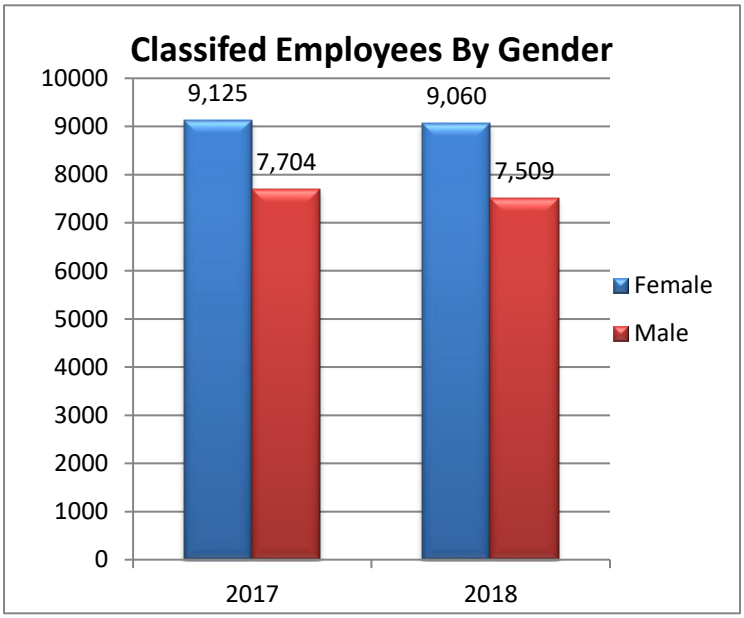


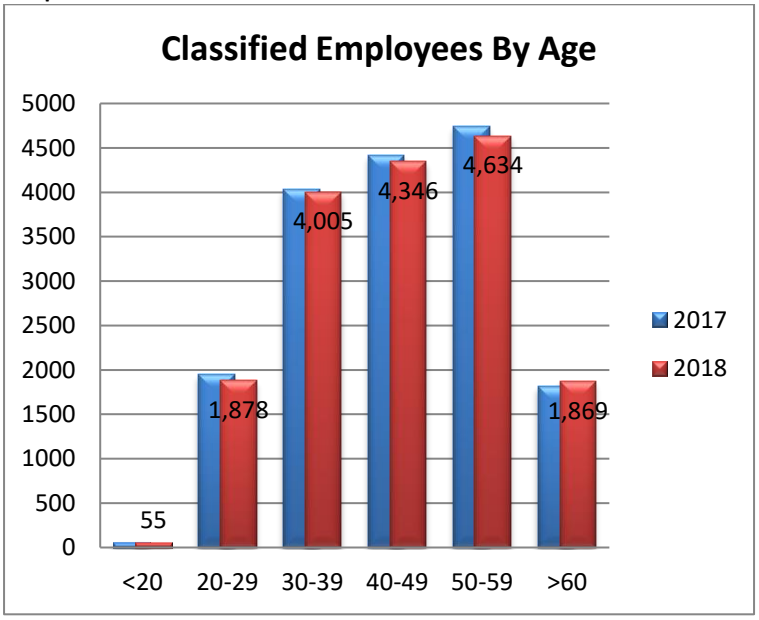
Chart 2



Graph 16



Graph 17



County-by-County Population vs. Classified Demographics

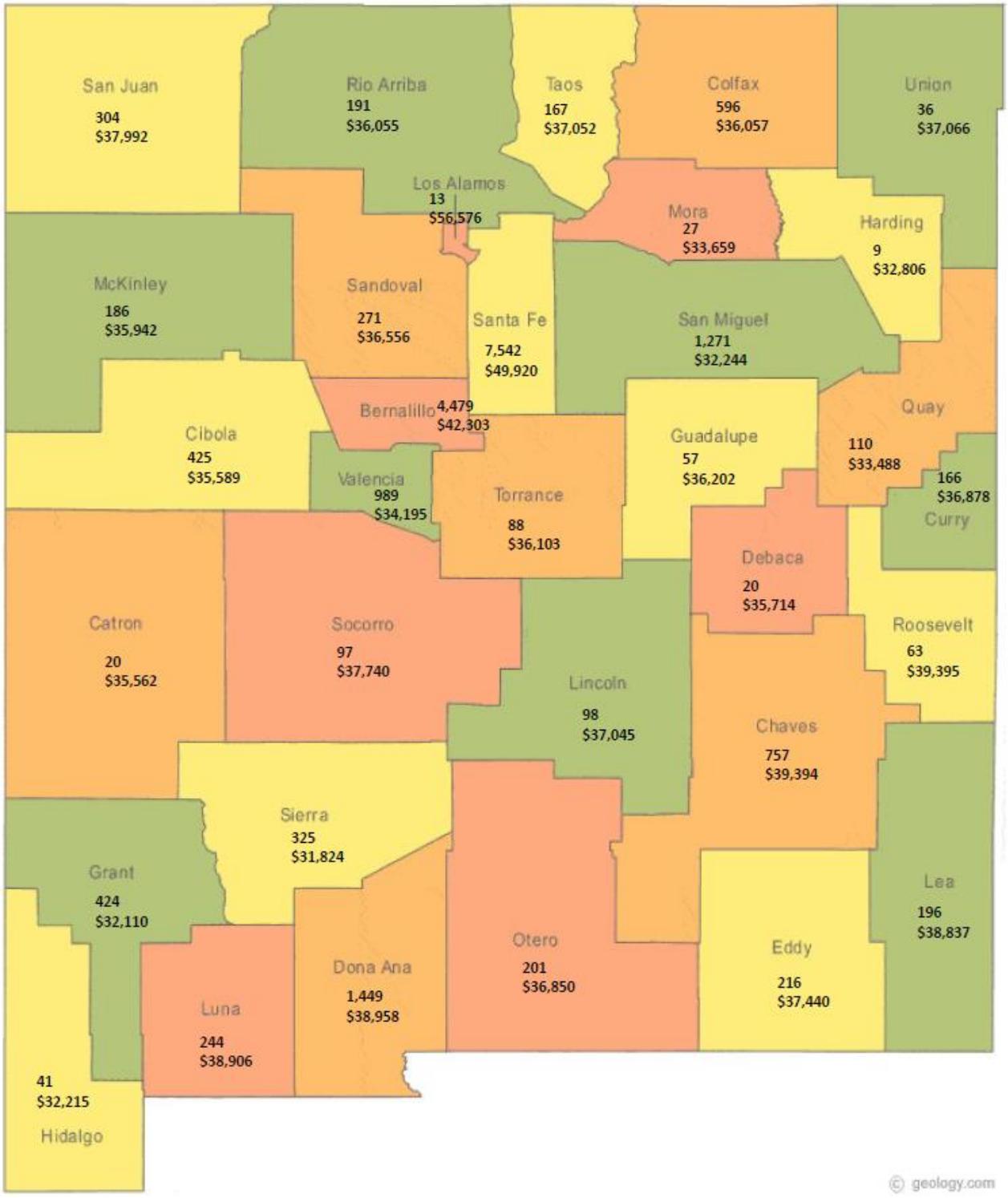
In comparing the county averages of age and salary of classified employees, acknowledging that the two metrics are distinct, a few Comparisons stand out. Specifically, in Eddy and Lea counties, traditional oil and gas producing areas, comparative average

classified employee salaries are significantly less than average county salaries; however, salaries within the "oil patch" are traditionally higher than surrounding counties. San Juan County also stands out as a significant petroleum producer, with higher than average salaries for field crews. Higher than average salaries are also attributable to PNM's San Juan Generating Station in the county. Starting salaries for power station employees are typically in the $60,000 range. Similarly, classified service salaries have higher difficulty competing against the technology centers located in Sandoval and Los Alamos counties, as those counties are home to Intel and the National Laboratories, respectively.

County Demographics				State Classified Demographics			State Classified Comparison		
County	Population	Median Age	Median Salary	FTE	Median Age	Median Salary	% FTE County	Age Difference	Salary Difference
Bernalillo County	676,773	37.7	$52,146	4,479	45.3	$42,303	0.66%	7.6	-$9,843
Catron County	3,587	61.0	$34,234	20	44.4	$35,562	0.56%	-16.6	$1,328
Chaves County	64,866	35.6	$39,659	757	45.8	$39,394	1.17%	10.2	-$265
Cibola County	26,853	37.2	$37,439	425	42.0	$35,589	1.58%	4.8	-$1,850
Colfax County	12,174	49.2	$36,057	596	44.9	$36,441	4.90%	-4.3	$384
Curry County	49,812	30.9	$41,095	166	44.7	$36,878	0.33%	13.8	-$4,217
De Baca County	1,829	48.5	$32,247	20	52.5	$35,714	1.09%	4.0	$3,467
Doña Ana County	215,579	33.1	$40,006	1,449	43.3	$38,958	0.67%	10.2	-$1,048
Eddy County	56,997	35.4	$51,108	216	47.0	$37,440	0.38%	11.6	-$13,668
Grant County	27,687	47.0	$39,678	424	47.2	$32,110	1.53%	0.2	-$7,568
Guadalupe County	4,429	39.2	$29,474	57	45.7	$36,202	1.29%	6.5	$6,728
Harding County	692	57.3	$29,663	9	53.7	$32,806	1.30%	-3.6	$3,143
Hidalgo County	4,305	43.5	$32,643	41	51.7	$32,215	0.95%	8.2	-$428
Lea County	68,759	32.1	$51,165	196	43.9	$38,837	0.29%	11.8	-$12,328
Lincoln County	19,395	51.7	$41,949	98	48.1	$37,045	0.51%	-3.6	-$4,904
Los Alamos County	18,738	42.1	$108,337	13	35.0	$56,576	0.07%	-7.1	-$51,761
Luna County	24,078	37.5	$28,774	244	47.4	$38,906	1.01%	9.9	$10,132
McKinley County	72,564	32.0	$33,026	186	44.3	$35,942	0.26%	12.3	$2,916
Mora County	4,551	50.4	$39,614	27	37.2	$33,659	0.59%	-13.2	-$5,955
Otero County	65,817	35.6	$40,276	201	47.2	$36,850	0.31%	11.6	-$3,426
Quay County	8,306	47.0	$30,809	110	47.1	$33,488	1.32%	0.1	$2,679
Rio Arriba County	39,159	41.0	$38,522	191	41.8	$36,055	0.49%	0.8	-$2,467
Roosevelt County	18,847	30.5	$37,735	63	45.1	$39,395	0.33%	14.6	$1,660
San Juan County	142,507	39.8	$50,879	304	44.2	$37,992	0.21%	4.4	-$12,887
San Miguel County	126,926	35.4	$31,972	1,271	45.1	$32,244	1.00%	9.7	$272
Sandoval County	27,748	44.3	$60,801	271	41.9	$36,556	0.98%	-2.4	-$24,245
Santa Fe County	148,750	46.4	$56,023	7,542	47.1	$49,920	5.07%	0.7	-$6,103
Sierra County	11,116	56.6	$26,525	325	49.0	$31,824	2.92%	-7.6	$5,299
Socorro County	16,798	38.9	$35,130	97	42.9	$37,740	0.58%	4.0	$2,610
Taos County	32,795	48.6	$36,700	167	46.6	$37,052	0.51%	-2.0	$352
Torrance County	15,506	42.9	$38,153	88	43.2	$36,103	0.57%	0.3	-$2,050
Union County	4,187	41.1	$36,131	36	47.4	$37,066	0.86%	6.3	$935
Valencia County	75,940	39.4	$46,341	989	39.2	$34,195	1.30%	-0.2	-$12,146

Classified Positions & Average Salary By County

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



Classification

The New Mexico State Classification system classifies jobs and the work being performed into occupational categories, in order to enable management to identify and group work functions in 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 that was introduced by the Federal Office of Personnel Management (OPM) that same year. Currently, SPO is working to restructure the classification system to better identify and align job families into common occupational categories. The two (2) occupational groups created in FY16 were Corrections and Information Technology. Additionally, two (2) more were developed in FY17: Engineer/Surveyor/Water Resources and the Architect occupational groups were created each with their separate salary structures. Placing jobs into similar pay categories with unused or under-utilized classifications are then deleted. Consequently, any misclassified jobs will be addressed. All state workers are classified into one of 984 detailed non-manager occupational roles, or 161 manager classifications, according to the agency's documented utilization of that job.

Classification Studies

The Classified Service is an occupationally based classification system with the majority of non-manager titles delineated into three levels or roles: Basic, Operational, and Advanced. When there is pay compaction, most, if not all, of the employees wind up at the higher end of the classification series, and roles or levels go unused. The appropriate number of levels should be determined by detailed analysis that captures actual utilization and job size. Recent classification studies have yielded a variable number of roles or levels for a number of classifications. When SPO identifies unused or unnecessary classifications within the Classified System, those classifications are recommended for deletion.

Table 13

Table 13

Classification Studies Completed FY18	
Property & Casualty Adjuster I	Workers' Compensation Adjuster I
Property & Casualty Adjuster II	Workers' Compensation Adjuster II

Work Plan

SPO has been working to restructure the classification and compensation system to better reflect the common occupational groupings and job families utilized in the classified service, in an effort to create separate occupationally based pay lines. These proposed 12 separate pay lines or salary structures will enable the state to better compete with the external comparator labor market by targeting the salary structure adjustments of individual occupational groups, instead of trying to raise the pay band midpoints of all 1,145 classifications in the state. Each occupationally based pay line will move independently when adjusted, making each line more responsive to the market should monies become available to fund one or more adjustments.

Table 14

Proposed Classifications for Review	# Positions	Proposed Classifications for Review	# Positions
Healthcare and Healthcare Support	1,353	Museum Study	226
Paralegals, Legal Assistants, Law Clerks	74	Generic Manager Classifications	1,723
	Total:		**3,376**

Supervisors

Prior to April 2012, SPO did not classify the function or title of Supervisor. Instead, employees that were assigned supervisory duties were compensated through an additional Supervisory Pay Allowance that was added onto the employee's salary. At the time, the SPB rules allowed for an allowance of up to 20%; however, the methods used to determine how large the allowance would be varied from agency-to-agency. In some agencies, there was a flat percentage, and others made the determination by the number of employees supervised. The intent was that if management determined that an employee receiving the differential was not performing the leadership role adequately, the pay was to be taken away. Another suitable employee could then be 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.

Beginning in April 2012, SPO has implemented 169 new supervisory classifications. All agencies where supervisory positions were identified have transitioned those positions into the new titles. The compensation mechanism known as Supervisory Pay Allowance, that is not a permanent part of the employee's base salary, has now become part of the employee's base pay. This consolidation of pay 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 regarding 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; and,
- Strategic Planning/Decision Challenge.

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

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

Initially, 14 occupation specific areas of specialization (Table 15) were identified for market pricing purposes:

Table 15

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 difficult to know what work is actually being performed by specific managers based on the generic titles. For example, the generic title of Administrative Operations Manager II may contain an agency's general counsel, chief economist, chief financial officer, county office manager, human resource manager, special projects coordinator, program manager or bureau chiefs over many different functions – all with very different job specific duties, responsibilities, and minimum qualifications.

Beginning in April 2012, SPO introduced and implemented classification specific manager job descriptions that 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 273 generic manager (FTE) positions. As of FY18, ending June 30, 2018, there are currently 161 manager titles in use, with more coming online every quarter.

Although many classification studies have been completed, many more still require attention through FY19. SPO's current classification structure project will determine how the following classifications will be addressed.

Misclassification & Classification Creep

Job misclassification and classification creep often occur when wages do not keep pace with the Comparative market, resulting in employees being "artificially" promoted or reclassified into a pay band with higher pay opportunities. Such artificial promotion creates several administrative difficulties, including putting the employee at risk of having to deliver on expectations that they are unqualified to perform. While many employees perform well when taking direction, they may be ineffective at assigning work, evaluating, or disciplining coworkers. Also, managers can experience pay Compaction issues when subordinates are all at the top end of the pay range, with no room for rewarding exceptional job performance. Misclassification creates financial costs, as well. According to estimates by the Hay Group, if 15% of the classified jobs are misclassified by one pay grade, over time, it could take hundreds of thousands of dollars to correct. In practice, the costs of misclassification are much higher:

Average Pay		Number of Employees		Estimated Misclassification		Average Midpoint Progression		Cost of Misclassification
$45,906	X	17,017	X	15%	X	12.05%	=	$13,940,859

Classification creep often occurs as a result of not properly maintaining classifications. The longer the problem goes unresolved, the more it costs to bring those salaries up to par. Misclassification can have unintended consequences, as well. Specifically, artificially promoting an employee above their level of proficiency can bump them into a higher tax bracket, or 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 to the proper classification level. For example, the employee typically views such a downward classification as a negative action that they had no control over; ultimately, affecting productivity, job satisfaction, and potentially contributing 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 that work units are organized efficiently to support the most streamlined work flows. SPO can work with agencies to perform desk audits and organizational reviews when work units are not organized efficiently. Finally, when classification studies are completed the resulting recommendations should be implemented, as soon as realistically possible.

Pay for Performance

Performance-Based Variable Pay Strategy

Variable pay for performance programs are designed to reward individual work contributions and encourage the best performance from employees. Any type of performance-based reward program must first be clearly understandable by both employees and managers. Under such a program, employees have the opportunity to influence how quickly they move within their pay band by demonstrating high levels of job performance. Three basic assumptions form the basis for such a program:

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

A 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. These performance goals must be realistic, measureable, and achievable by the employee, and communication between the manager and employee about meeting these goals must occur often during the performance year. At the beginning of the evaluation period, the employee and manager should meet to discuss expectations for the coming year, and establish these goals for the employee to achieve, in order to meet or exceed expectations. While individual goals may change during the year due to changing circumstances for the entire organization, such changes should be the basis for new discussions between the manager and employee.

Accomplishing the goals by exceeding expectations results in a larger salary increase than would be available if the goals had not been met. Depending on adequate funding, a variable pay-based performance program can be an integral part of the total compensation reward system. Such a system supports motivation theories, which suggest that incentives do motivate employees to perform at higher levels.

SPO is currently researching the use of variable pay for performance, but recognizes it must first establish an occupationally based salary structure that is more reflective of the Comparator market.

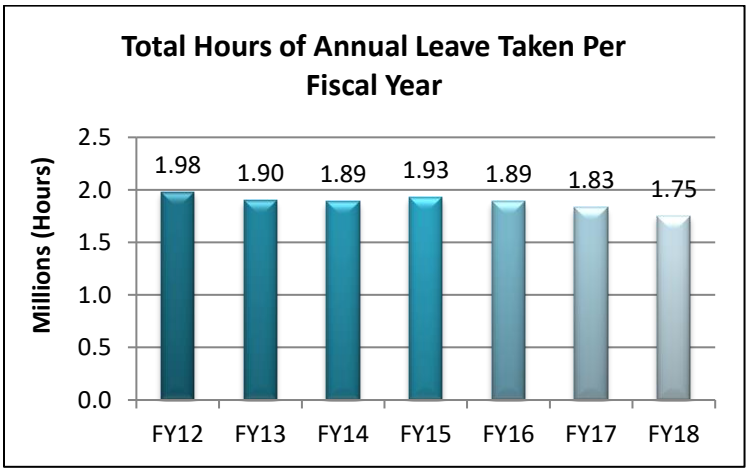
Leave Accruals and Payouts

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 years of service accrue 80 hours of leave per year, while those with over 15 years of service accrue 160 per year. During FY18, State employees used approximately 1.75 million hours. Actual annual leave usage, and costs, from FY12 through FY18 is shown in the following graphs.

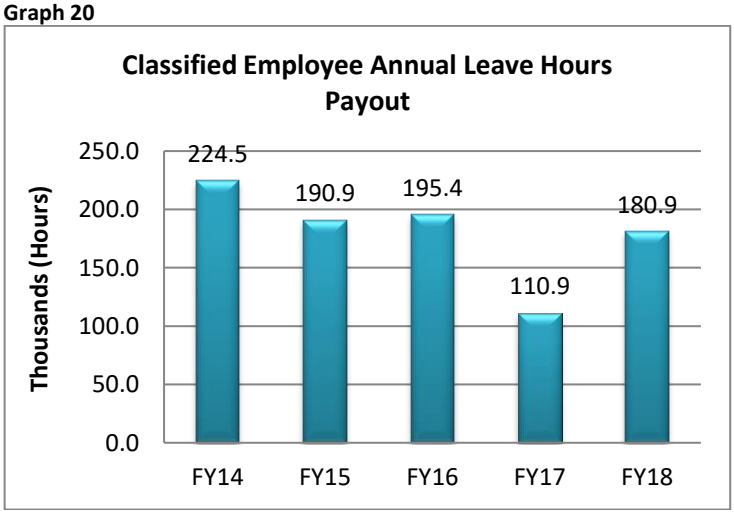
Graph 18



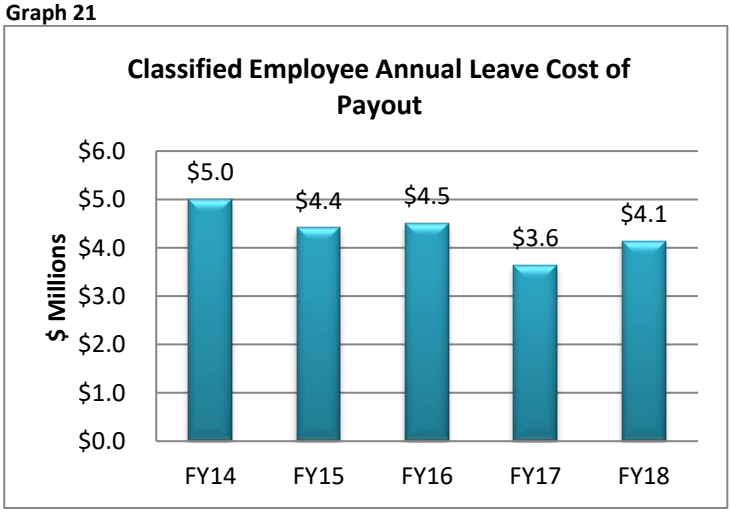
Graph 19

When an employee separates from State service, they are eligible to cash out up to 240 hours of annual leave at their current hourly pay rate. Any additional hours over 240 are forfeited at the time of separation, or at the end of each calendar year. In FY18, employees who separated from the classified service cashed out at total of $180,900 of annual leave, $70,000 more than FY17. The average employee, who separated, cashed out approximately 6.2 days of annual leave.

Graph 20



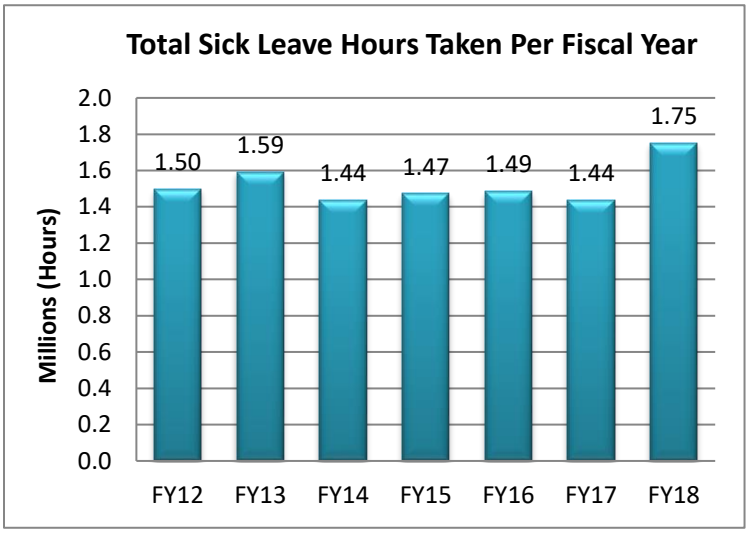
Graph 21



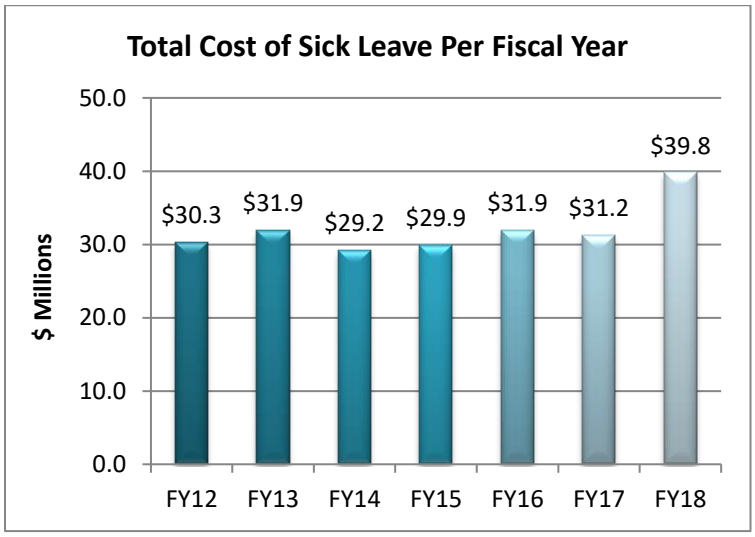
Sick Leave

All employees accrue 96 hours of sick leave per year, as per SPB rules. Employees in FY18 used approximately 1.75 million hours of sick leave, as compared to the FY17 level of 1.44 million hours, resulting in an increase of 1.7%, which equates to approximately $8,600,000. The sick leave actual usage and cost for FY12 through FY18 are shown on Graphs 22 and 23:

Graph 22

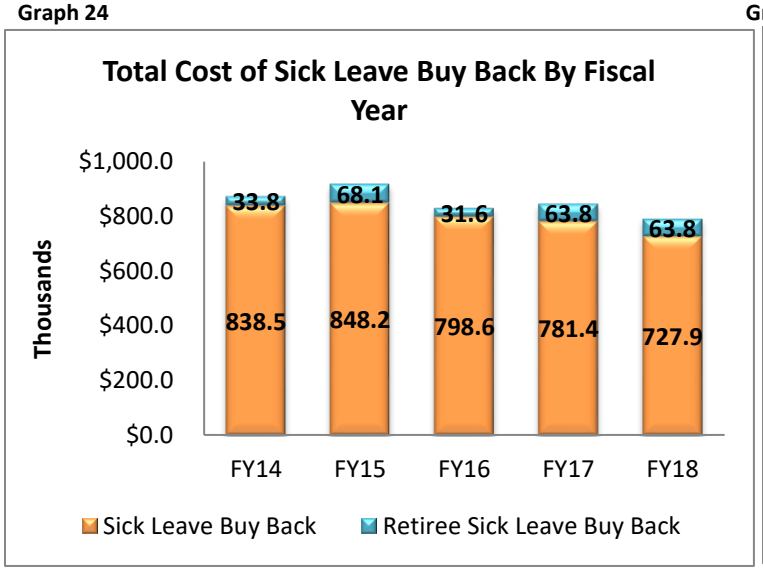


Graph 23

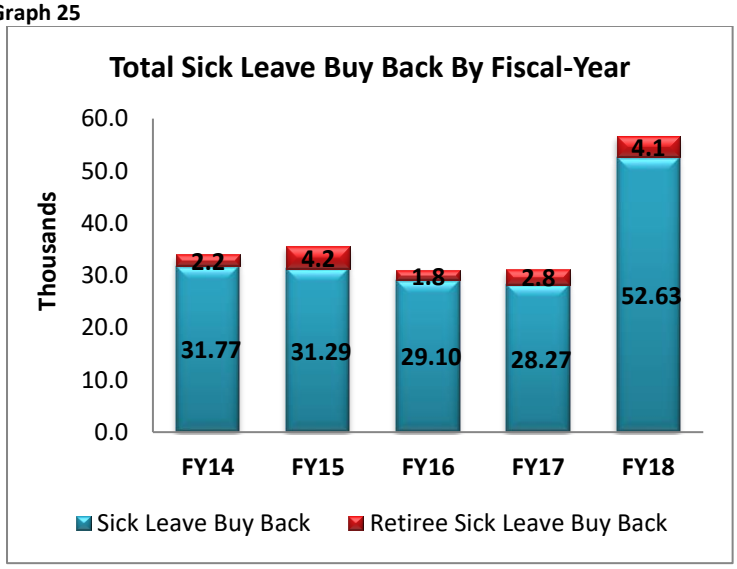


Employees are eligible to cash out accrued sick leave over 600 hours per fiscal year, either in July or January, at one-half their hourly rate for up to 120 hours of sick leave. At the time of retirement, employees can cash out accrued sick leave over 600 hours at one-half their hourly rate for up to 400 hours of sick leave. In FY18, agencies cashed out a total of 52,600 hours of sick leave for active employees. Employees who were retiring cashed out approximately 4,000 hours. The graphs below show the total hours paid at one half the cost of employee's hourly wage from FY14 through FY18:

Graph 24



Graph 25



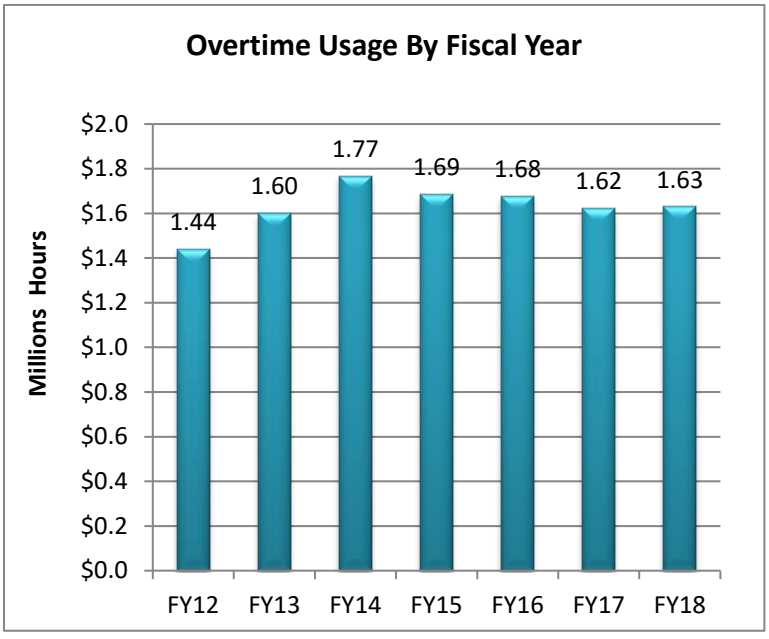
Overtime

Agencies are expected to assign work in a responsible manner, so as to avoid the need for overtime. Managers and supervisors typically 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. Overtime payment is left largely to the discretion of the agencies. Agencies may allow employees to accrue compensatory time in lieu of cash payment. The Fair Labor Standards Act (FLSA) requires that non-exempt employees be compensated for any additional hours worked over 40 in a workweek, at 1.5 times their salary. FLSA Exempt Employees (those not covered by the overtime provisions of FLSA) may be compensated according to agency policy; however, there is no state or federal law that requires these employees to be compensated for any additional hours worked.

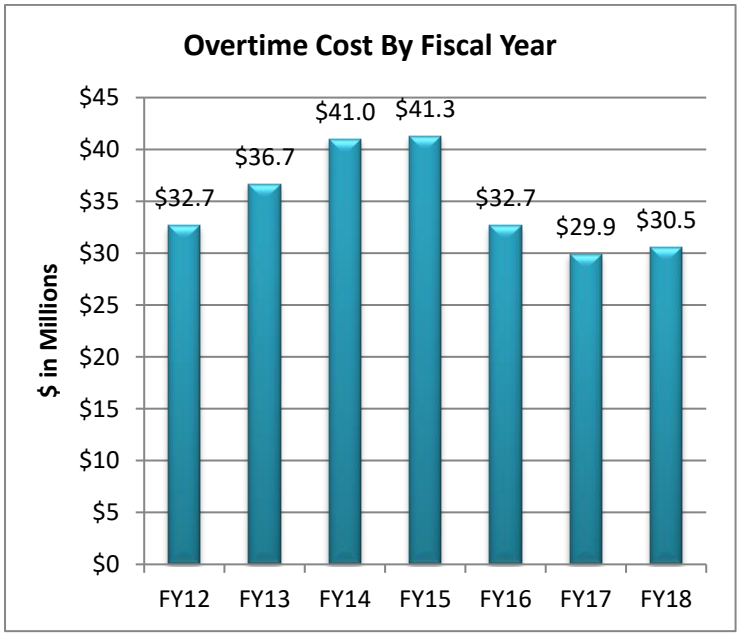
There is a correlation between vacancy rates and overtime hours worked. If an agency has a vacant position, someone may be required to do the work that would normally be done for that position by working additional hours, in response to special circumstances. While this may be acceptable in the short term, if it occurs regularly or for extended periods of time, it could be an indicator of other issues in the organization. Additionally, overtime is an unbudgeted liability that is usually paid with vacancy savings, so agencies should strive to minimize the use of overtime.

During FY18, both FLSA non-exempt and FLSA exempt employees were paid over $30 million 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 FY12 through FY18. FY18's $30.5M represents a four-year low for the State and reflects careful management by agencies and improved recruitment and retention in key classifications. 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

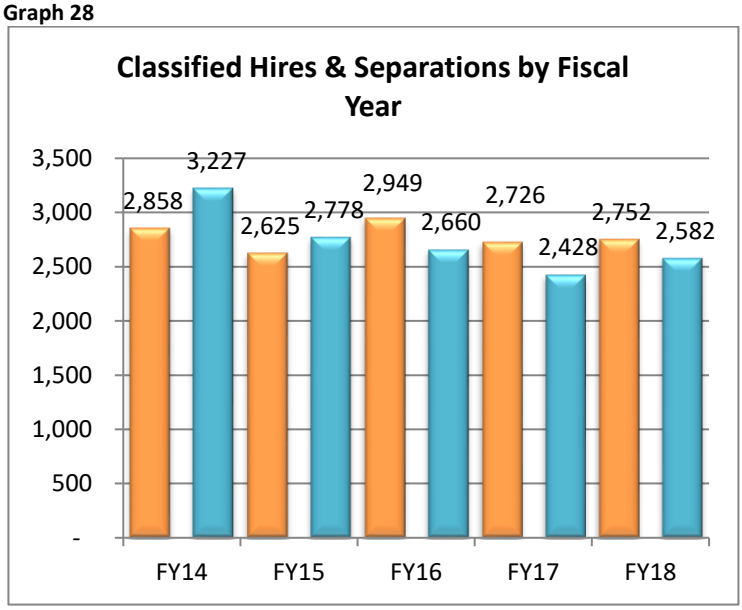
SPO is responsible for assisting applicants with applying for jobs within the State's classified service, and ensuring that the qualified applicants are referred to fill vacant positions. Beginning in the second quarter of FY12, SPO implemented a more flexible and responsive applicant tracking system through NEOGOV. This system brought the State back into compliance with the portion of the State Personnel Act that mandates a competitive ranking of applicants. NEOGOV is the applicant tracking system currently being utilized by over 20 states, in addition to many universities, colleges, and thousands of municipal and county governments.

Since the implementation of NEOGOV in November 2011, there have been over 15 million hits reviewing various job postings. Thus, it is clear that the flexibility and responsiveness of NEOGOV has made it easier for applicants to apply for state jobs.

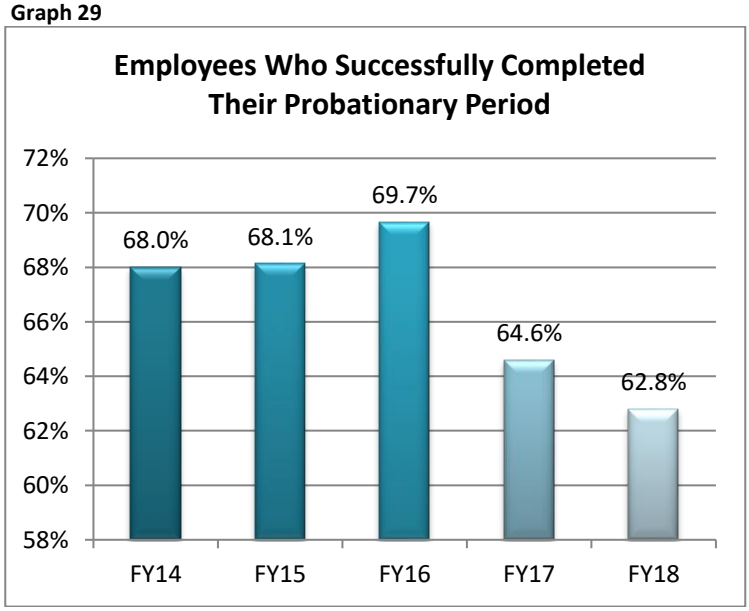
In FY18, as a result of the more straightforward application process (NEOGOV), 187,022 applications were received and processed for 3,795 advertised jobs. These metrics illustrate the dramatic increase in both positions advertised and applications received. In FY18, 2,582 classified new hires were made. Graph 29 shows that in FY18, over 60% 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

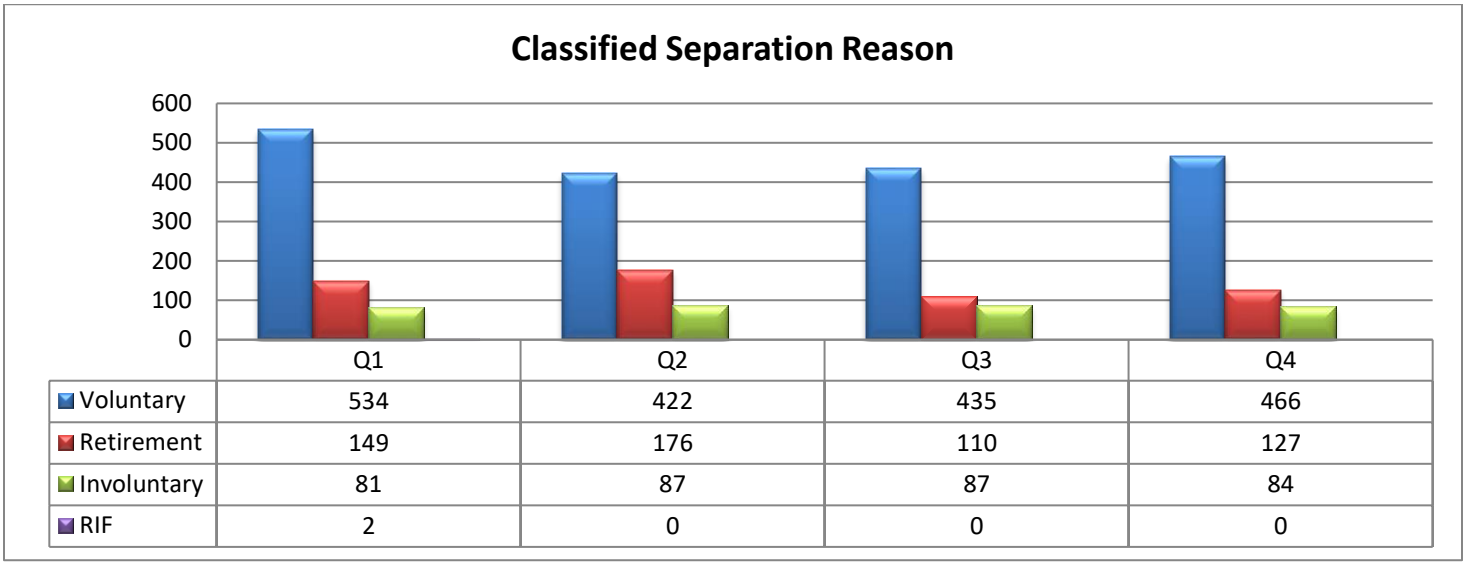


**Hires represent all non-promotional hires into state government (excluding internal promotional transfers and temporary hires).*

Separation

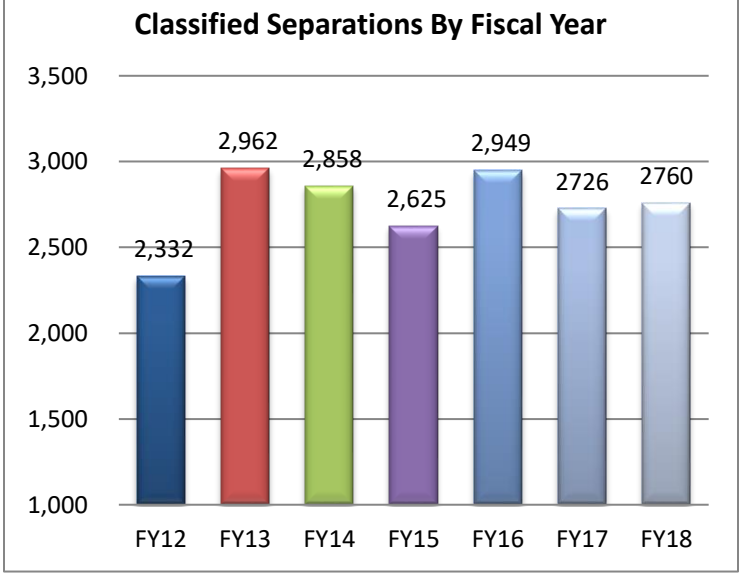
In FY18, there were 2,760 total separations. Of the 2,760 separations, 67%, or 1,857 positions were voluntary and only 12%, or 339 positions were involuntary separations. Of the voluntary separations, 562 were related to retirement. There was 2 separations that were related to a Reduction In Force (RIF) in FY18.

Chart 3

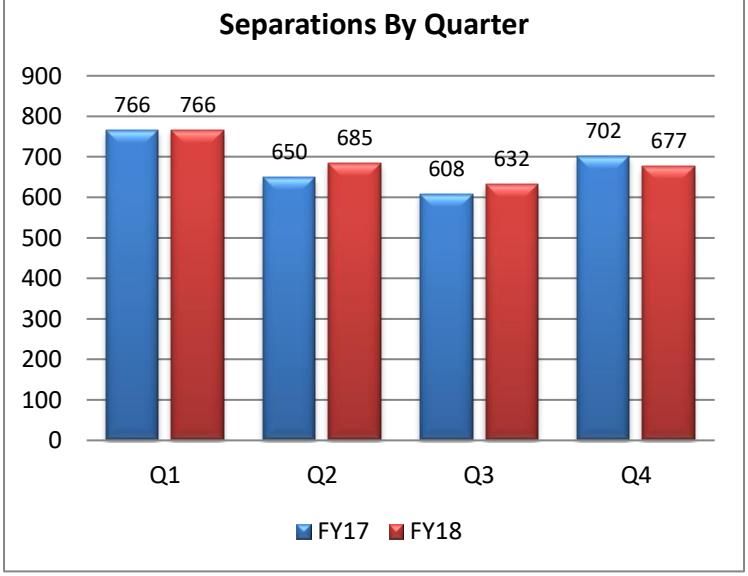


	Q1	Q2	Q3	Q4
Voluntary	534	422	435	466
Retirement	149	176	110	127
Involuntary	81	87	87	84
RIF	2	0	0	0

Graph 30



Graph 31



Turnover Rates

High turnover rates affect the State in many ways, including the cost to hire, which involves the labor costs associated with reviewing applications, interviewing candidates, and training new employees. Turnover also costs the State because it causes agencies to have to train current employees to under-fill positions. Under-filling positions not only takes a toll on production, but also negatively affects employee morale due to increased workloads and responsibilities, long hours, potential lack of adequate training, potential poor communication, and organizational practices. These potential morale issues can ultimately cause a domino effect of burnt out employees who are eager to find a job with less stress, and an increased work and family life balance.

If the turnover rate were reduced by approximately 50%, this could potentially free up almost $56 million dollars to use toward salary increases and structure adjustments.

Table 16

The Cost of Employee Turnover			
Separation Cost			
	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
Vacancy Costs			
	Cost of additional Overtime	8hrs x 3 EE @ $33 @ time and a half x 21 wks.	$24,948
Replacement Costs			
	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
Training Costs			
	On boarding	40 hrs. x 2EE @ $33	$2,640
+	Training costs (OJT, mentoring, etc.)	120 hrs. x 2EE @ 33	$7,920
Total			**$42,620**

Turnover costs can be significant when calculating the average cost of turnover per position, factoring in the number of separations in State agencies.

In FY18, there were 2,760 separations in the classified service. At an average cost of $42,620 per employee, the total cost of turnover in FY18 was estimated to be over $117,631,200.

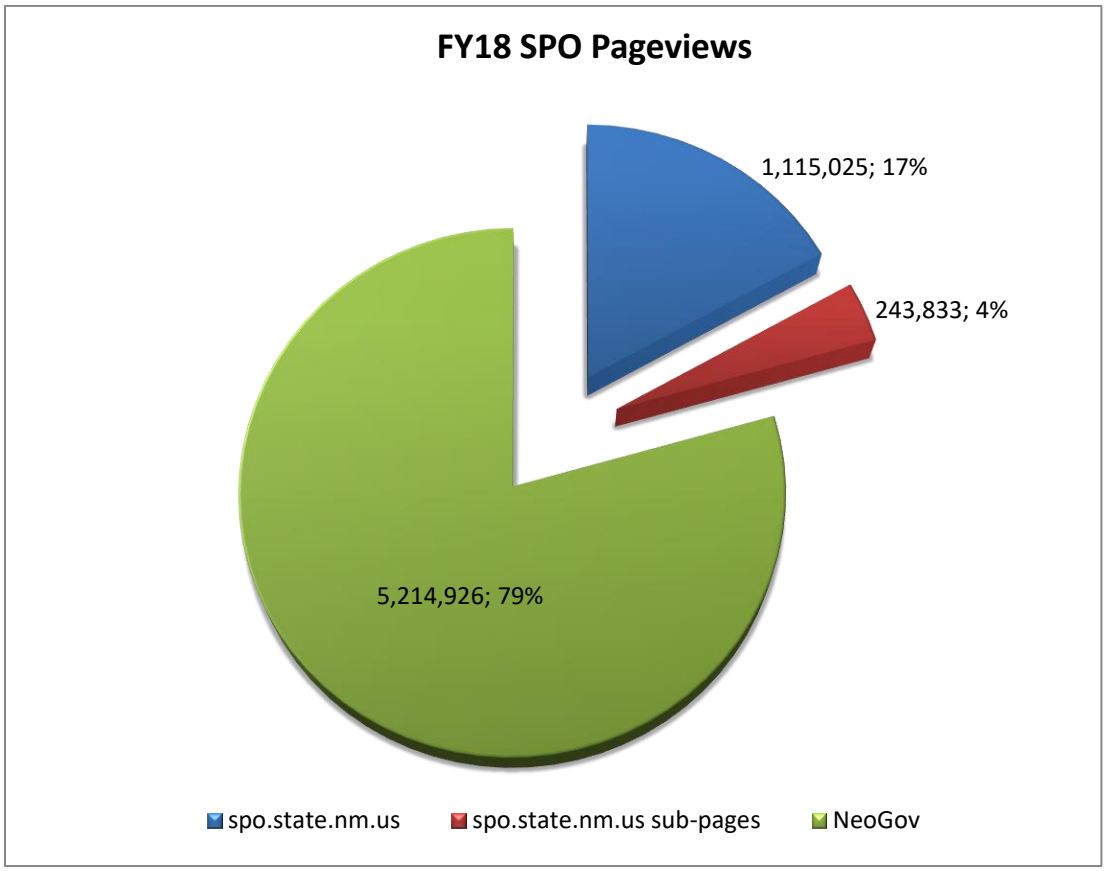
Improvements in the recruitment and selection system will improve an agency's ability to hire and retain high performing and engaged employees. There will always be turnover; however, if the turnover rate was reduced by even 10%, the state could save over $12 million in costs.

SPO's Online Presence

In July 2014, SPO redesigned and modernized its agency website. The website design incorporates new design trends inspired by larger corporations that service customers of all generations and skill sets. A detailed instructions page was added to the Career Services division page, which allows applicants to follow a step-by-step process explaining the documentation needed to apply for a State job, what happens after an application is submitted, how applicants are ranked, how to check applications status, and other helpful resources.

The new website also includes access to register for trainings, information on every division within SPO, and dedicated space to update users of any office closures. In FY18, the total number of page views the SPO website received was 1,115,025 and 6,573,784 to all SPO related pages.

Chart 4



Appendix

Appendix A – Industry & Economic Data Sources

Appendix B – Legislative Fiscal Year Increase in Detail

Appendix C – 2018 Year Comparator Market Average Classified Salary

Appendix D – Classified Service Salary Structure

Appendix E – Average Salary Data by Agency

Appendix F – Alternative Pay Band Assignments

Appendix G – New Structure General Classification Framework

Appendix A – industry & Economic Data Sources

WorldatWork Total Salary Increase Budget Survey: **(United States participating members)**	WorldatWork is a nonprofit human resources association focused on compensation, benefits, work-life effectiveness and total rewards. WorldatWork has more than 70,000 members and subscribers worldwide. Their Salary Budget Survey is the #1 source in the industry, as well as the longest and largest survey of its kind. WorldatWork projects an average salary increase of three and two-tenths percent (3.2%) across all US industries for 2019 and a three percent increase for the public administration sector (3.0%). Supporting data may be found at www.worldatwork.org.
Korn Ferry HayGroup: **(United States participating member)**	Korn Ferry is a global management and consulting firm providing a range of HR services to companies in 110 countries. They are a leading provider of compensation data, strategy and services across all major industries and employment sectors. For 2019, Korn Ferry projects a three percent (3.0%) average base salary increase across all industries. Supporting data may be found at www.kornferry.com
Mercer: **(United States participating member)**	Mercer is a global human resources consulting firm providing services from strategy to implementation. Mercer is a leading provider of compensation and benefits information created from one of the largest warehouses of employer-reported data, with benchmark data representing 17 million employees from over 6,000 organizations. Mercer projects an average increase in base pay of two and nine-tenths percent (2.9%) across all industries for 2019. Supporting data may be found at www.imercer.com.
Willis Towers Watson: **(United States participating member)**	Willis Towers Watson is a global advisory, broking and solutions company with over 40,000 employees in more than 140 countries. The Willis Towers Watson General Industry Salary Budget Survey shows employers planning a three and one tenths percent (3.1%) salary increase across all industries for 2019. Supporting data may be found at www.willistowerswatson.com.
Aon: **(United States participating member**	The Aon U.S. Salary Increase Survey of 1,062 U.S. companies indicates that organizations plan on providing a three and one tenths percent (3.1%) salary increase across all industries for 2019. Supporting data may be found at www.aon.com.
The Conference Board: **(United States participating members)**	The Conference Board is a global, independent business membership and research association working in the public interest to provide an objective, independent source of economic and business knowledge. The Conference Board projects an average salary budget increase of three percent (3.0%) across all U.S. industries for 2019. Supporting data may be found at www.conference-board.org.
Salary.com:	Salary.com is the leading SaaS provider of cloud-based compensation market data and analytics. Founded in 1999, the Company serves approximately 4,000 business-to-business customers worldwide with its market-leading CompAnalyst platform. Salary.com projects an average increase in base pay of three percent (3.0%) across all industries for 2019. Supporting data may be found at www.salary.com.

United States Bureau of Labor Statistics:	The Bureau of Labor Statistics of the U.S. Department of Labor is the principal Federal agency responsible for measuring labor market activity, working conditions and price changes in the US economy. Its mission is to collect, analyze, and disseminate essential economic information to support public and private decision-making. As an independent statistical agency, BLS serves its diverse user communities by providing products and services that are objective, timely, accurate and relevant. Supporting data may be found at www.bls.gov.
New Mexico Department of Workforce Solutions:	The New Mexico Department of Workforce Solutions (DWS) is responsible for economic research and analysis, business development and outreach, employment outreach and transition programs, workforce services programs, and labor compliance programs. The Economic Research and Analysis Bureau of DWS publishes a wide variety of reports and data on labor market information. The Bureau measures labor market activity, working conditions and price changes in the statewide economy. Supporting data may be found at www.dws.state.nm.us.

Appendix B – Legislative Fiscal Year Increase in Detail

Date	Legislative Increase	Other	General Fund Appropriation
7/1/2018	2.00%	The Legislature appropriated from the general fund to the department of finance and administration for expenditure in fiscal year 2019 to provide salary increases to employees in budgeted positions who have completed their probationary period subject to satisfactory job performance.	$74,668,702
7/1/2017	0.00%		-
7/1/2016	0.00%	The Legislature appropriated $4.5 million to the Corrections department specifically for the purpose to "…implement and occupationally based salary structure that brings staff salaries to the minimum of the pay bands and to provide targeted salary increases to custody staff for the purpose of reducing compaction and improving employee recruitment and retention …".	$4,500,000
7/1/2015	0.00%		-
7/5/2014	3.00%	• $13,973,968 GF to provide a 3% salary increase effective the first full pay period after 7/1/2013 to for both union & non-union classified employees who have completed their probationary period and subject to a satisfactory job evaluation. Employees who reach the end of probationary status between 7/5/14 and 6/30/15 will receive this increase effective the first pay period following anniversary date. • An additional $2,000,000 GF was given for salary adjustments in specific classified job classification to be identified by SPO & DFA as trouble with recruitment & retention	$15,973,968
7/6/2013	1.00%	• Additional 3% was given to commissioned officers in the Motor Transportation Division for a total of 4%.	$8,197,068
7/1/2011	0.00%		-
7/1/2010	0.00%		-
7/1/2009	0.00%		-
7/1/2008	2.90%		-
7/1/2007	4.50%	• Bring 86 employees to $7.50/hr. • 5% to MTD/SID Officers at DPS "in lieu" of FY08 pay package. • Additional 5% to Adult Correctional Officers and Public Defender Attorneys. • Additional 4% to Probation/Parole Officers, Librarian, Librarian Asst., Librarian Tech., Livestock/Meat Inspector, Dispatcher, Security Guard, Forensic Scientist O & A roles, Highway Maintainers, Civil Engineering Tech. Also HSD FAA's, & CSLA. DOH Chemist; Microbiologist; Life, Physical & Social Science Tech. and Medical Scientist-Except Epidemiologist.	$29,661,100
7/1/2006	5.00%	• 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
7/1/2005	1.80%	• Public Defender Attorneys – 1.75% + an additional 3.25% = 5.0% • Commissioned Officers at DPS = 5.0%. This includes MTD & SID Commissioned Officers. • Adult Probation & Parole Officers at the Department of Corrections 3.25% then the 1.75% General Salary Increase on top of the 3.25% • MVD Clerks at the Taxation & Revenue Department. $585,000 given directly to agency in expansion request to bring clerks to 85% Compa-ratio • 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.	$11,408,100
7/1/2004	2.00%		$9,100,600
7/1/2003	3.10%		$5,810,000
7/1/2002	0.00%		$0
7/1/2001	5.00%		$8,514,600

**Full cost includes state paid benefits.*

Appendix C – 2018 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	$41,818	$41,995	0.4%
2012	$43,590	$41,912	-4.0%
2013	$42,599	$41,912	-1.6%
2014	$44,507	$43,576	-2.1%
2015	$47,134	$44,554	-5.8%
2016	$48,979	$44,803	-9.3%
2017	$49,588	$45,324	-9.4%
2018	$46,867	$45,906	-2.1%

Appendix D – Classified Service Salary Structure

ARCHITECT CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	**Minimum**	**Midpoint**	**Maximum**	**Band Width**
AA	$49,383	$64,200	$79,017	60%
AB	$56,152	$73,000	$89,848	60%
AC	$75,383	$98,000	$120,617	60%

CLASSIFIED SERVICE SALARY SCHEDULE				
Pay Band	**Minimum**	**Midpoint**	**Maximum**	**Band Width**
25	$15,600	$20,714	$26,312	69%
30	$16,245	$22,265	$28,267	74%
35	$17,618	$24,140	$30,659	74%
40	$19,261	$26,375	$33,488	74%
45	$21,195	$29,039	$36,878	74%
50	$23,525	$32,215	$40,914	74%
55	$26,229	$35,944	$45,656	74%
60	$28,766	$39,413	$50,045	74%
65	$31,782	$43,549	$55,307	74%
70	$35,381	$48,479	$61,568	74%
75	$39,686	$54,355	$69,035	74%
80	$44,782	$61,359	$77,917	74%
85	$50,898	$69,709	$88,525	74%
90	$58,136	$79,649	$101,150	74%
95	$66,810	$91,525	$116,230	74%
96	$77,147	$105,674	$134,202	74%
97	$89,461	$122,539	$155,626	74%
98	$104,125	$142,626	$181,126	74%
99	$195,874	$268,320	$340,766	74%

CORRECTIONS CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	**Minimum**	**Midpoint**	**Maximum**	**Band Width**
CA	$28,558	$34,278	$39,998	40%
CB	$34,195	$40,976	$47,757	40%
CC	$37,856	$45,386	$52,915	40%
CD	$41,662	$49,982	$58,302	40%
CE	$45,677	$54,808	$63,918	40%
CF	$49,525	$59,426	$69,306	40%
CG	$52,811	$63,357	$73,902	40%

CORRECTIONS CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	**Minimum**	**Midpoint**	**Maximum**	**Band Width**
CH	$57,678	$69,181	$80,704	40%
CI	$61,859	$74,194	$86,549	40%
CJ	$66,144	$79,331	$92,539	40%
CK	$73,008	$87,559	$102,149	40%
CL	$81,370	$97,635	$113,880	40%
CM	$90,979	$109,158	$127,358	40%

ENGINEER, SURVEYOR AND WATER RESOURCE CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	**Minimum**	**Midpoint**	**Maximum**	**Band Width**
EA	$27,307	$35,500	$43,693	60%
EB	$30,307	$39,400	$48,493	60%
EC	$34,076	$44,300	$54,524	60%
ED	$38,845	$50,500	$62,155	60%
EE	$45,383	$59,000	$72,617	60%
EF	$54,614	$71,000	$87,386	60%
EG	$60,768	$79,000	$97,232	60%
EH	$67,460	$87,700	$107,940	60%
EI	$74,883	$97,350	$119,817	60%
EJ	$81,613	$106,100	$130,587	60%
EK	$88,959	$115,650	$142,341	60%

IT CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	**Minimum**	**Midpoint**	**Maximum**	**Band Width**
IA	$29,598	$39,478	$49,358	67%
IB	$34,549	$46,072	$57,602	67%
IC	$40,685	$54,267	$67,848	67%
ID	$45,843	$61,131	$76,430	67%
IE	$51,355	$68,453	$85,584	67%
IF	$58,094	$77,459	$96,844	67%
IG	$67,912	$90,563	$113,228	67%
IH	$79,664	$106,205	$132,784	67%
II	$87,714	$116,938	$146,203	67%
IJ	$97,302	$129,730	$162,196	67%
IK	$108,742	$144,997	$181,284	67%

Appendix E – Average Salary Data by Agency

Agency	Average Annual Salary	Average of Compa Ratio	Employee Count
Administrative Hearings Office	$60,002	114.3%	14
Adult Parole Board	$31,307	102.1%	4
Aging & Long-Term Services Department	$50,917	107.8%	180
Architect Examiners Board	$41,881	115.9%	3
Board of Nursing	$45,261	107.9%	19
Border Development Authority	$45,269	98.7%	2
Children, Youth & Families Department	$44,996	101.3%	1900
Com for Deaf/Hard of Hearing	$47,690	105.7%	12
Commission for the Blind	$41,206	101.4%	57
Commission of Public Records	$48,979	101.3%	28
Crime Victims Reparation Commission	$47,119	100.0%	18
Department of Cultural Affairs	$41,190	103.7%	391
Department of Environment	$56,756	107.2%	519
Department of Finance & Administration	$57,142	107.7%	111
Department of Game & Fish	$50,577	109.6%	280
Department of Health	$42,119	102.8%	3014
Department of Indian Affairs	$48,494	110.0%	7
Department of Public Safety	$43,510	104.5%	418
Department of Transportation	$43,888	105.2%	2125
Department of Veteran Services	$42,698	103.7%	39
Department of Workforce Solutions	$40,714	95.0%	432
Department of Information Technology	$64,558	100.2%	156
Department of Vocational Rehabilitation	$47,438	106.4%	245
Dev Disabilities Planning Commission	$46,614	104.4%	15
Economic Development Department	$55,269	103.5%	32
Educational Retirement Board	$55,076	106.3%	58
Energy, Minerals & Natural Resources Department	$43,501	99.9%	446
EXPO New Mexico	$47,363	110.9%	16
Gaming Control Board	$50,799	112.1%	37
General Services Department	$44,179	109.9%	212
Governor's Comm. on Disability	$49,808	102.4%	12
Higher Education Department	$61,217	111.8%	27
Homeland Security & Emergency Management	$57,051	112.5%	45

Agency	Average Annual Salary	Average of Compa Ratio	Employee Count
Human Services Department	$42,959	93.9%	1626
Livestock Board	$42,744	94.7%	62
Medical Examiners Board	$53,259	104.4%	13
Military Affairs	$42,236	105.9%	125
Miners Colfax Medical Center	$63,084	99.7%	218
New Mexico Corrections Department	$41,193	90.1%	1815
NM Education Trust Board	$74,554	111.9%	2
Office of the State Engineer	$58,447	102.1%	262
Office of African American Affairs	$49,156	101.3%	4
Office of Natural Resource Trustee	$68,424	112.4%	3
Prof Engineers & Land Surveyors Board	$39,840	100.1%	6
Public Education Department	$61,285	108.3%	212
Public Employee Retirement Association	$54,346	111.0%	73
Public Regulation Commission	$54,496	104.5%	111
Public School Insurance Authority	$51,312	111.7%	8
Regulation & Licensing Department	$49,877	108.0%	251
Retiree Health Care Authority	$47,943	103.8%	22
Secretary of State	$49,192	106.4%	41
SpacePort Authority	$64,152	108.4%	11
State Auditor	$61,440	105.0%	26
State Investment Council	$75,952	110.5%	18
State Land Office	$52,966	106.4%	132
State Personnel Board	$57,087	110.6%	37
State Racing Commission	$46,009	100.8%	9
State Treasurer	$60,878	108.4%	20
Superintendent of Insurance	$54,541	110.6%	75
Taxation & Revenue Department	$42,797	101.9%	829
Tourism Department	$43,315	102.9%	30
Veterinary Examiners Board	$27,352	106.7%	2
Workers Compensation Admin	$45,112	103.9%	105
Youth Conservation Corps	$59,218	105.8%	2
Grand Total	**$45,324**	**101.3%**	**17,017**

Appendix F – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts To Band
D2011A	ACTUARY-A	75	70
D2011B	ACTUARY-B	65	60
D2011O	ACTUARY-O	70	65
X40100	ADMIN/OPS I - DENTAL	95	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
X40700	ADMIN/OPS I - MTD/SID	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
X40650	ADMIN/OPS I - PHYSICIAN	98	80
X40600	ADMIN/OPS I - PSYCHIATRY	98	80
X50100	ADMIN/OPS II - DENTAL	95	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
X50700	ADMIN/OPS II - MTD/SID	95	85
X50400	ADMIN/OPS II - NURSING	90	85
X50500	ADMIN/OPS II - OT/PT/SLP	95	85
X50550	ADMIN/OPS II - PHARMACY	97	85
X50650	ADMIN/OPS II - PHYSICIAN	98	85
X50600	ADMIN/OPS II - PSYCHIATRY	98	85
X52012	ADMIN/OPS II - STATE AUDIT	90	85
U3011A	AIRCRAFT MECHANICS & SERVICE TECH-A	75	55
U3011B	AIRCRAFT MECHANICS & SERVICE TECH-B	65	45
U3011O	AIRCRAFT MECHANICS & SERVICE TECH-O	70	50
W20111	AIRCRAFT PILOT	80	70
H30114	ATTORNEY IV	85	80
K10802	CERTIFIED NURSE MIDWIFE	85	70
K10801	CERTIFIED NURSE PRACTITIONER	85	70
C20100	CERTIFIED PUBLIC ACCOUNTANT	85	80
C3900	CHIEF FINANCIAL ACCOUNTANT	85	80
G10501	CHILD SUPPORT LEGAL ASSISTANT 1	60	55
G10502	CHILD SUPPORT LEGAL ASSISTANT 2	65	60
K10803	CLINICAL NURSE SPECIALIST	85	70
K10661	CLINICAL PSYCHOLOGIST I	85	75
K10662	CLINICAL PSYCHOLOGIST II	90	80
T4011S	CONSTRUCTION & BLDG INSPECTOR AREA CHIEF	70	65

Job Code	Classification Title	Pay Band	Reverts To Band
T40112	CONSTRUCTION & BLDG INSPECTOR MULTI CERT	65	60
T40111	CONSTRUCTION & BLDG INSPECTOR SINGL CERT	60	55
T4011B	CONSTRUCTION & BUILDING INSPECTOR-1	55	50
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	60	55
T4011A	CONSTRUCTION & BUILDING INSPECTOR-3	65	60
I90311	COORDINATOR - CLASSROOM TECH	70	65
L9091A	DENTAL ASSISTANT-A	50	35
L9091B	DENTAL ASSISTANT-B	40	25
L9091O	DENTAL ASSISTANT-O	45	30
K2021A	DENTAL HYGIENIST-A	70	55
K2021B	DENTAL HYGIENIST-B	60	45
K2021O	DENTAL HYGIENIST-O	65	50
K1021S	DENTIST, GENERAL SUPV	95	85
K1021A	DENTIST, GENERAL-A	90	80
K1021B	DENTIST, GENERAL-B	80	70
K1021O	DENTIST, GENERAL-O	85	75
X40251	DEPUTY FORENSIC TOXICOLOGY BUR CHIEF	90	80
X45033	DPS EMERGENCY COMMUNICATIONS MANAGER	90	80
Q20102	ECONOMIC DEVELOPMENT PROGRAM COORD	80	70
Q20101	ECONOMIC DEVELOPMENT REPRESENTITIVE	75	65
F3011S	ECONOMIST SUPV	85	75
F3011A	ECONOMIST-A	80	70
F3011B	ECONOMIST-B	70	60
F3011O	ECONOMIST-O	75	65
B9039S	EDUCATION ADMINISTRATOR SUPV	85	80
B9039A	EDUCATION ADMINISTRATOR-A	80	75
T2111A	ELECTRICIAN-A	55	50
T2111B	ELECTRICIAN-B	45	40
M40101	EMERGENCY MANAGEMENT SPECIALIST	65	60
F2041S	ENVIRONMENTAL SCIENTIST & SPEC SUPV	80	70
F2041A	ENVIRONMENTAL SCIENTIST & SPEC-A	75	65
F2041B	ENVIRONMENTAL SCIENTIST & SPEC-B	65	55
F2041O	ENVIRONMENTAL SCIENTIST & SPEC-O	70	60
X80300	EXECUTIVE - HOSPITAL ADMINISTRATION	98	96
X80550	EXECUTIVE - PHARMACY	97	96
X80650	EXECUTIVE - PHYSICIAN	98	96
X80600	EXECUTIVE - PSYCHIATRY	98	96
K1062S	FAMILY & GENERAL PRACTITIONER SUPV	98	90
K1062A	FAMILY & GENERAL PRACTITIONER-A	97	85
K1062B	FAMILY & GENERAL PRACTITIONER-B	95	75
K1062O	FAMILY & GENERAL PRACTITIONER-O	96	80
G10601	FAMILY ASSISTANCE ANALYST 1	60	55
G10602	FAMILY ASSISTANCE ANALYST 2	65	60
C2061S	FINANCIAL EXAMINER SUPERVISOR	75	70

Job Code	Classification Title	Pay Band	Reverts To Band
C2061A	FINANCIAL EXAMINER-A	70	65
C2061B	FINANCIAL EXAMINER-B	60	55
C2061O	FINANCIAL EXAMINER-O	65	60
F4092O	FORENSIC SCIENTIST 1	75	55
F4092A	FORENSIC SCIENTIST 2	80	60
F4092S	FORENSIC SCIENTIST SUPERVISOR	85	65
X50251	FORENSIC TOXICOLOGY BUREAU CHIEF	95	85
C20211	GEN CERT REAL ESTATE APPRAISER & ADVISOR	80	70
X60100	GENERAL I - DENTAL	95	90
X60200	GENERAL I - ENVIRONMENTAL SCIENCE	95	90
X60250	GENERAL I - FORENSIC SCIENCE	96	90
X60300	GENERAL I - HOSPITAL ADMINISTRATION	97	90
X60700	GENERAL I - MTD/SID	95	90
X60500	GENERAL I - OT/PT/SLP	95	90
X60550	GENERAL I - PHARMACY	97	90
X60650	GENERAL I - PHYSICIAN	98	90
X60600	GENERAL I - PSYCHIATRY	98	90
X70300	GENERAL II - HOSPITAL ADMINISTRATION	98	95
X70550	GENERAL II - PHARMACY	97	95
X70650	GENERAL II - PHYSICIAN	98	95
X70600	GENERAL II - PSYCHIATRY	98	95
F2042S	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR SUPV	80	75
F2042A	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR-A	75	70
F2042B	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR-B	65	60
F2042O	GEOSCIENTST,XCPT HYDROLGST&GEOGRPHR-O	70	65
E2111S	HEALTHCARE SURVEYOR SUPV	75	70
E2111A	HEALTHCARE SURVEYOR-A	70	65
E2111B	HEALTHCARE SURVEYOR-B	60	55
E2111O	HEALTHCARE SURVEYOR-O	65	60
U9021S	HEATING, AIR CONDITIONING, & REFRIG SUPV	60	55
U9021A	HEATING, AIR CONDITIONING, & REFRIG-A	55	50
U9021B	HEATING, AIR CONDITIONING, & REFRIG-B	45	40
U9021O	HEATING, AIR CONDITIONING, & REFRIG-O	50	45
T4051S	HIGHWAY MAINTENANCE WORKER SUPV	60	55
T4051A	HIGHWAY MAINTENANCE WORKER-A	55	50
T4051B	HIGHWAY MAINTENANCE WORKER-B	45	40
T4051O	HIGHWAY MAINTENANCE WORKER-O	50	45
M40102	HOMELAND SECURITY SPECIALIST	70	65
G10701	HSD QUALITY ASSURANCE SPECIALIST	70	65
G1070S	HSD QUALITY ASSURANCE SPECIALIST SUPV	75	70
F2043S	HYDROLOGIST SUPV	80	75
F2043A	HYDROLOGIST-A	75	70
F2043B	HYDROLOGIST-B	65	60
F2043O	HYDROLOGIST-O	70	65

Job Code	Classification Title	Pay Band	Reverts To Band
G10941	JUVENILE PROBATION PAROLE OFFICER 1	65	60
G10942	JUVENILE PROBATION PAROLE OFFICER 2	70	65
G1094S	JUVENILE PROBATION PAROLE OFFICER SUPV	75	70
C10791	LABOR RELATIONS ADMINISTRATOR	75	70
I4031A	LIBRARIAN TECHNICIAN-A	50	45
I4031B	LIBRARIAN TECHNICIAN-B	40	35
I4031O	LIBRARIAN TECHNICIAN-O	45	40
I4021A	LIBRARIAN-A	70	65
I4021B	LIBRARIAN-B	60	55
I4021O	LIBRARIAN-O	65	60
I4021S	LIBRARIAN-SUPV	75	70
R4121A	LIBRARY ASSISTANT, CLERICAL-A	35	30
R4121O	LIBRARY ASSISTANT, CLERICAL-O	30	25
X10100	LINE I - DENTAL	95	65
X10125	LINE I - ECONOMICS	70	65
X10200	LINE I - ENVIRONMENTAL SCIENCE	70	65
X10250	LINE I - FORENSIC SCIENCE	80	65
X10300	LINE I - HOSPITAL ADMINISTRATION	80	65
X10700	LINE I - MTD/SID	75	65
X10400	LINE I - NURSING	75	65
X10450	LINE I - NURSING	70	65
X10500	LINE I - OT/PT/SLP	80	65
X10550	LINE I - PHARMACY	85	65
X10650	LINE I - PHYSICIAN	98	65
X10600	LINE I - PSYCHIATRY	98	65
X20100	LINE II - DENTAL	95	70
X20125	LINE II - ECONOMICS	75	70
X20200	LINE II - ENVIRONMENTAL SCIENCE	75	70
X20250	LINE II - FORENSIC SCIENCE	80	70
X20300	LINE II - HOSPITAL ADMINISTRATION	85	70
X20700	LINE II - MTD/SID	80	70
X20400	LINE II - NURSING	80	70
X20450	LINE II - NUTRITION/DIETITIAN	75	70
X20500	LINE II - OT/PT/SLP	85	70
X20550	LINE II - PHARMACY	90	70
X20650	LINE II - PHYSICIAN	98	70
X20600	LINE II - PSYCHIATRY	98	70
S20101	LIVESTOCK INSPECTOR 1	60	55
S20102	LIVESTOCK INSPECTOR 2	65	60
S2010S	LIVESTOCK INSPECTOR SUPV	70	65
K20811	MEDICAL CLAIMS CODER	60	45
E2152S	MINING & GEOLOGICAL SPECIALIST-NL SUPV	80	75
E2152A	MINING & GEOLOGICAL SPECIALIST-NL-A	75	70
E2152B	MINING & GEOLOGICAL SPECIALIST-NL-B	65	60

Job Code	Classification Title	Pay Band	Reverts To Band
E2152O	MINING & GEOLOGICAL SPECIALIST-NL-O	70	65
J3052	MUS PRESS ART MGR	70	60
J3053	MUS PRESS EDITOR MGR	70	60
J3054	MUS PRESS MKTG MGR	70	60
X30514	MUSEUM PUBLICATION DIR	80	75
R4032S	MVD STAFF ADMINISTRATOR	70	65
K1122S	OCCUPATIONAL THERAPIST SUPV	85	70
K1122A	OCCUPATIONAL THERAPIST-A	80	65
K1122B	OCCUPATIONAL THERAPIST-B	70	55
K1122O	OCCUPATIONAL THERAPIST-O	75	60
D2031A	OPERATION RESEARCH ANALYST-A	70	65
D2031B	OPERATION RESEARCH ANALYST-B	60	55
D2031O	OPERATION RESEARCH ANALYST-O	65	60
E2171S	PETROLEUM SPECIALIST SUPV	85	80
E2171A	PETROLEUM SPECIALIST-A	80	75
E2171B	PETROLEUM SPECIALIST-B	70	65
E2171O	PETROLEUM SPECIALIST-O	75	70
K1051S	PHARMACIST SUPV	95	75
K1051A	PHARMACIST-A	90	70
K1051B	PHARMACIST-B	80	60
K1051O	PHARMACIST-O	85	65
K1123S	PHYSICAL THERAPIST SUPV	85	70
K1123A	PHYSICAL THERAPIST-A	80	65
K1123B	PHYSICAL THERAPIST-B	70	55
K1123O	PHYSICAL THERAPIST-O	75	60
K10621	PHYSICIAN	99	80
K10701	PHYSICIAN ASSISTANT	85	70
K1070S	PHYSICIAN ASSISTANT SUPV	90	75
X61062	PHYSICIAN MANAGER	99	90
T2152S	PLUMBER, PIPEFITTER, & STEAM FITTER 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
M3051S	POLICE & SHERIFF PATROL OFFICER SUPV	85	80
M3051A	POLICE & SHERIFF PATROL OFFICER-A	75	65
M3051B	POLICE & SHERIFF PATROL OFFICER-B	65	55
M3051O	POLICE & SHERIFF PATROL OFFICER-O	70	60
C9003	PRINCIPAL EXECUTIVE BUDGET AND POLICY ANALYST	85	80
G10901	PROBATION PAROLE OFFICER 1	65	60
G10902	PROBATION PAROLE OFFICER 2	70	65
G1090S	PROBATION PAROLE OFFICER SUPV	75	70
C11111	PROCESS IMPROVEMENT ANALYST	85	70
C10323	PROPERTY & CASUALTY ADJUSTER I	70	60
C10324	PROPERTY & CASUALTY ADJUSTER I	75	65

Job Code	Classification Title	Pay Band	Reverts To Band
K1066S	PSYCHIATRIST SUPV	98	90
K1066A	PSYCHIATRIST-A	97	85
K1066B	PSYCHIATRIST-B	95	75
K1066O	PSYCHIATRIST-O	96	80
H10112	PUBLIC DEFENDER 2	75	70
H10113	PUBLIC DEFENDER 3	80	75
H10114	PUBLIC DEFENDER 4	85	80
F30111	PUBLIC UTILITIES ECONOMIST	80	70
E30611	PUBLIC UTILITIES ENGINEER	85	75
K2034S	RADIOLOGIC TECHNOLOGIST &TECHNICIAN SUPV	65	60
K2034A	RADIOLOGIC TECHNOLOGIST &TECHNICIAN-A	60	55
K2034B	RADIOLOGIC TECHNOLOGIST &TECHNICIAN-B	50	45
K2034O	RADIOLOGIC TECHNOLOGIST &TECHNICIAN-O	55	50
K1111S	REGISTERED NURSE SUPV	80	70
K1111A	REGISTERED NURSE-A	75	65
K1111B	REGISTERED NURSE-B	65	55
K1111O	REGISTERED NURSE-O	70	60
K1126A	RESPIRATORY THERAPIST-A	60	50
K1126B	RESPIRATORY THERAPIST-B	50	40
K1126O	RESPIRATORY THERAPIST-O	55	45
C20501	RETIREMENT SPECIALIST, LEVEL 1	55	50
C20502	RETIREMENT SPECIALIST, LEVEL 2	60	55
C2050S	RETIREMENT SPECIALIST, SUPERVISOR	65	60
Q3031S	SECURITIES, COMMODITIES, & FIN SRVS SUPV	96	75
Q3031A	SECURITIES, COMMODITIES, & FIN SRVS-A	95	70
Q3031B	SECURITIES, COMMODITIES, & FIN SRVS-B	85	60
Q3031O	SECURITIES, COMMODITIES, & FIN SRVS-O	90	65
M9032S	SECURITY GUARD SUPV	50	40
M9032A	SECURITY GUARD-A	45	35
M9032B	SECURITY GUARD-B	35	25
M9032O	SECURITY GUARD-O	40	30
I3025	SIGNED LANGUAGE INTERPRETER	75	70
E40495	SPACEPORT AEROSPACE ENGINEER	90	75
Q40401	SPACEPORT AMERICA SALES AGENT	80	65
W20495	SPACEPORT FLIGHT CONTROL SPECIALIST	80	65
X40495	SPACEPORT OPERATIONS MANAGER	85	80
K1127A	SPEECH-LANGUAGE PATHOLOGIST-A	75	65
K1127B	SPEECH-LANGUAGE PATHOLOGIST-B	65	55
K1127O	SPEECH-LANGUAGE PATHOLOGIST-O	70	60
X30100	STAFF - DENTAL	95	75
X30125	STAFF - ECONOMICS	80	75
X30200	STAFF - ENVIRONMENTAL SCIENCE	80	75
X30250	STAFF - FORENSIC SCIENCE	85	75
X30300	STAFF - HOSPITAL ADMINISTRATION	90	75

Job Code	Classification Title	Pay Band	Reverts To Band
X30700	STAFF - MTD/SID	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
X30650	STAFF - PHYSICIAN	98	75
X30600	STAFF - PSYCHIATRY	98	75
C20123	STATE AUDIT AUDITOR COORDINATOR	85	75
C20121	STATE AUDITOR I	65	60
C20122	STATE AUDITOR II	70	65
X70250	STATE SCIENTIFIC LABORATORY DIRECTOR	96	90
M33011	STIU INVESTIGATOR	70	65
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
K1131A	VETERINARIAN-A	85	80
K1131B	VETERINARIAN-B	75	70
K1131O	VETERINARIAN-O	80	75
B2033	WILDFIRE PREVENTION & CONSERVATION COORD	70	65
C10321	WORKERS' COMPENSATION ADJUSTER I	70	60
C10322	WORKERS' COMPENSATION ADJUSTER I	75	65

Appendix G – New Structure General Classification Framework

Architecture, Engineering, and Surveying
• Architecture
• Engineering
• Engineering, Geological and Surveying Technical
• Surveying
Business and Financial Occupations
• Accounting
• Actuary
• Auditing
• Budget
• Business Operations
• Claims
• Compliance
• Economic Development
• Finance
• Process Analysis
• Public Relations
• Purchasing
• Real Estate Appraisal and Assessment
• Statistics
• Tax
Community and Social Services
• Child Protective Services
• Clergy
• Eligibility Determination
• Health Education
• Health Services Quality Assurance
• Social and Community Services
• Social Work
Education and Training
• Criminal Justice and Law Enforcement Education
• Education Administration
• Instructional Coordination
• Non-Vocational Education and Training
Cultural Affairs
• Conservation
• Curator
• Exhibition
• History
• Libraries
• Media
Grounds Keeping and Cleaning
• Grounds keeping

	• Janitorial
Healthcare	
	• Dentistry
	• Dietetics and Nutrition
	• Mid-level Practitioners
	• Nursing
	• Patient Care Services
	• Pharmacy
	• Physicians
	• Veterinarians
	• Dental Assistant
	• Health and Safety
	• Health Aide, Therapist
	• Medical Records and Health Information
	• Health Technologist/Technician
	• Nursing Support
Information Technology	
	• IT Applications Development
	• IT Project Management
	• IT Data Base Administration
	• IT Systems Administration
	• IT End User Support
	• IT Security and Compliance
	• IT Quality Assurance
	• IT Network Administration
	• IT Architecture and Design
	• IT CIO / Management
Skilled Trades and Labor	
	• Barbers
	• Building Inspection
	• Construction
	• Electricians
	• Farming
	• Food Preparation
	• Heavy Equipment, Aircraft and General Mechanics
	• Heavy Equipment Operation
	• Inspection, Testing, Sorting
	• Laundry Services
	• Plant and Systems Operations
	• Plumbing
	• Skilled Production and Manufacturing
	• Woodworking
Legal	
	• Administrative Law and Hearings Services
	• Arbitration, Mediation and Conciliatory Services
	• Lawyer

• Legal Support
• Paralegal
• Public Defense
• Title Examination, Abstraction and Investigation
Office and Administrative Support
• Customer Service
• Office and Administrative Support
• State Government Interns and Aides
• Secretary
• Storekeeping
Corrections
• Correctional Officers
• Correctional Officer Specialists
• Correctional Managers
Public Safety and Security
• Detective and Criminal Investigations
• Dispatch
• Emergency Management
• Fire Inspection and Investigation
• Game and Fish Wardens
• Forensic Science
• Homeland Security
• Livestock Inspection
• Police and Sheriff
• Probation
• Recreational Protective Services
• Security
• Transportation Inspection
Human Resources
• Classification & Compensation
• HR Process Analyst
• Labor Relations
• Recruitment
• Training
Transportation and Materials Moving
• Flight Control
• Highway Maintenance
• School Bus Transportation
• Traffic Technician
• Transportation Inspection
• Airplane Pilot
Life and Physical Sciences and Technical
• Anthropology and Archeology
• Chemistry
• Economics
• Environmental Science

- Epidemiology
- Geology
- Healthcare Surveyor
- Microbiology
- Natural Sciences
- Petroleum Specialist
- Physical Science
- Zoologist and Wildlife Biology