

# 2020

## Classified Service Compensation Report



State of New Mexico

State Personnel Board

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## Purpose of Report

The State Personnel Board (SPB) Rules<sup>1</sup> require the SPB to adopt and submit a compensation report to the Governor and the Legislative Finance Committee (LFC) prior to the end of each calendar year. By Rule, the compensation report is to include a summary of the status of the classified pay system and the results of the State of New Mexico's (State's) annual compensation survey that includes total compensation. This document shall serve as the official compensation report.

This report conveys economic pay trends, findings, and data derived from the compensation and benefits surveys compiled by the National Compensation Association of State Governments and 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 markets--Utah, Texas, Arizona, Kansas, Nevada, Colorado, Wyoming and Oklahoma (Comparator 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 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

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### Personnel Act

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

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### Compensation Philosophy

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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."

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<sup>1</sup> NMAC 1.7.4.8(E).

<sup>2</sup> NMSA 1978 § 10-9-2.

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## Executive Summary

The classified service workforce consists of over 17,000 employees within 64 executive State agencies, boards and commissions. 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 throughout New Mexico.

Both private and public employers seek to attract and retain qualified and dedicated employees to transform strategy into success. Accordingly, it is critical to have a sound compensation program that is externally competitive. The State continues to experience pressure as private and other public sector organizations compete for the same workers that the State is trying to attract and retain. Toward that end, SPO has developed six pay lines to address market pricing issues -- IT, Engineering, Architecture, Attorneys, Social Services, and Corrections — all of which have been approved by the SPB and are currently in use by agencies. In addition, one new pay line--Health Care--has been approved by the SPB, while two others – Health Care Support and Human Resources – are being developed. Implementation of the Health Care Study has been postponed indefinitely due to certain agencies' budgetary constraints brought about as a result of the public health emergency resulting from the COVID-19 pandemic.

On March 11, 2020, Governor Michelle Lujan Grisham issued Executive Order 2020-004, Order Declaring a State of Public Health Emergency and Invoking the Powers Provided by the All Hazard Emergency Management Act and the Emergency Licensing Act, declaring a public health emergency due to the spread of COVID-19 in New Mexico. The COVID-19 pandemic presents an unprecedented challenge to New Mexico and the repercussions will impact many facets of State government and present new challenges in multiple areas, including, but not limited to, hiring, retention, and employee morale.

The State Personnel Office strives to address these challenges with thoughtful flexibility.

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## Classified Employee Pay Compared to Market

The State strives to pay a competitive public sector salary, while remaining fiscally responsible, in order to compete with both private and public employers in the national market as well as the New Mexico regional market. Currently, the State's annual classified employee average base salary is \$50,502. New Mexico ranks sixth in the Comparator market for public sector employee total compensation (salary plus benefits). This ranking indicates that New Mexico is behind the average within the national market.

In 2001, the State's General Salary Structure pay band width was expanded to 78% to better enable employees to be promoted in pay, as their skills increased, while moving laterally within the pay band, 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 pay band width closer to the industry standard of 50%. The Administration at that time, working with the Legislature, budgeted vacancies at midpoint rather than at the minimum of the pay band, which practice continues. In a continuing effort to align the State's compensation practices with industry standards, the more recently developed pay lines described above have narrower pay band widths of 67% (IT), 60% (Engineering, Architecture, Attorneys, Social Services), and 40% (Corrections).

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The salary structures are the foundation upon which State employees can be appropriately compensated. The next important step is for agency budgets to be funded in support of appropriate compensation.

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## Use of Alternative Pay Bands

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Currently, over 25% of the State's job classifications within the General Salary Structure are assigned to Alternative Pay Bands (APBs). The number of APBs is an indicator that the State's classified service General Salary Structure is behind the Comparator market for many job classifications and continues to require updating.

APBs were originally designed to be used on an exception basis only, to address compensation issues related to recruitment and retention that could not normally be handled within the General Salary Structure. Jobs are evaluated and assigned to pay bands to appropriately capture and maintain internal equity to other similar sized jobs within the classified service. When external market demand exceeds supply in the labor market, pressure is placed on the State's compensation structure. This market pressure impacts the State's ability to attract and retain well-qualified applicants with market competitive salaries, resulting in the SPB "temporarily" assigning job classifications to higher pay bands. These APBs are reviewed annually, and SPO's Compensation and Classification Division presents recommendations to the SPB to renew or discontinue the temporary APB assignments.

With the implementation of recent occupation-based classification and salary schedules, the State has been able to greatly reduce the number of APBs by creating salary structures that are more responsive to movement in their respective markets. Each occupational group removed significant numbers of classifications that previously required APBs.

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## Total Compensation Components

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Total compensation for State employees consists not only of the value and cost of the direct salary received, but also includes the value and cost (to both employees and the State) of employee benefits. Total compensation includes employee benefits of health, dental, life, disability, pharmacy, and vision insurance; retirement; deferred compensation; paid leave (annual, sick, personal day and holiday); compensatory time off; and all other types of leave. Compared to the private sector, the State contributes significantly more to its employees in both medical and retirement benefits.

Health insurance makes up a significant portion of indirect benefits and is a recruiting and retention incentive for the State. Accordingly, the State should continue its efforts to review and manage its healthcare plan design to improve the overall health and well-being of employees and to recruit and retain its employees.

The Public Employee Retirement Association (PERA) offers a defined benefit retirement program for State employees.<sup>3</sup> Currently, the PERA retirement calculation considers both years of service and average highest earnings. The retirement program offered by New Mexico's PERA is considered one of the best in the country.

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 worked with PERA, the Risk Management Division,

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<sup>3</sup> Education employees participate in a separate plan.

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the General Services Department and the Department of Information Technology (DoIT) to develop within SHARE/PeopleSoft, a total compensation statement to be provided annually to each employee. This way, employees can see the total compensation package they realize and enjoy rather than only their hourly wage. SPO continues to work with DoIT to offer this tool within the recruitment module of SHARE/PeopleSoft.

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## Compa-Ratios

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Compa-ratio<sup>4</sup> is a position within a pay band relative to the midpoint of the pay band. For example, 100% Compa-ratio is the midpoint of a pay band. Compa-ratio is an industry standard measurement of a compensation plan.

When evaluating individual agencies:

- The average Compa-ratio throughout the State ranges from 95% to 120%;
- 7 executive agencies have an average Compa-ratio of less than 100%; and,
- 17 executive agencies have an average Compa-ratio of over 110%.

In order to compete with the market, in many agencies the midpoint, or close to it, has become the entry level for new hires. The lack of pay adjustments (market or otherwise) over a long period of time for tenured employees has resulted in significant compaction for those employees who typically have more experience or qualifications than new hires.

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## Classification System Changes

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SPO has developed a market-focused Classification and Compensation System that captures different families of work within occupational pay lines. The intent of this System is for developed and implemented occupational pay lines to allow more targeted, well-planned pay increases to be delivered, easing market tensions and bringing New Mexico closer to the Comparator market.

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<sup>4</sup> "Compa-ratio" means pay expressed as a percentage of the midpoint of a pay band. NMAC 1.7.1.7(K).

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# Salary Surveys & Data Sources

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## Annual Salary Survey Purpose

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Annually, SPO's Compensation and Classification Division conducts a salary survey to assess the State's labor market competitiveness. The survey compares the State's salary structure (pay bands) and current pay practices (actual pay) with those of the State's Comparator market. This survey also compares the State's employee benefits (insurance, leave, etc.) to those of the labor market. SPO's Compensation and Classification Division reviews and analyzes numerous, credible, salary and budget reports to collect salary data. (See Appendix A).

These salary and budget reports represent a:

- Large national 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, 2020.

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## 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). NCASG's primary objectives are to improve the validity of job matches between states, 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. (Table 1)

In 2020, 36 state governments participated in NCASG's annual survey, representing 970,652 public sector employees. SPO identified job matches for 179 of 189 benchmark classifications 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; and paid leave allowances for vacation days, sick days, personal days, paid holidays, fitness and wellness leave, and paid parental leave. Additionally, State employees may take advantage of a Section 457, Deferred Compensation Plan and make 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 compensation package in attracting and retaining workers. The chart here compares total compensation across the Comparator market. (\*Arizona does not track Total Compensation; 10% change in base rate was calculated into the benefits package).

Table 1

Eight – State Comparator Market Total Compensation Ranking	
Wyoming	\$95,144
Utah	No data
Colorado	\$84,937
Oklahoma	\$55,515
New Mexico	\$88,363
Arizona*	\$85,401
Texas	No data
Kansas	No data
Nevada	No data

## Total Classified Compensation Calculation

Table 2 provides a breakdown of New Mexico's average total compensation components for classified employees. The 2020 average base salary is \$50,502. This amount is 57.2% of total compensation. The remaining employer sponsored indirect components of total compensation (mandated benefits, insurance, and paid time off) is valued at an average of \$37,861 or 42.8% of total compensation, resulting in an average total compensation amount of \$88,363.

Table 2

<b>Average Base Salary:</b>		<b>\$50,502</b>	<b>57.2%</b>
<b>Employer Sponsored Benefits:</b>			
<b>FICA/Medicare</b>	(6.2% / 1.45% of gross salary)	\$3,863	4.4%
<b>PERA</b>	(17.24% of gross salary)	\$8,707	9.9%
<b>RHC</b>	(3 % of gross salary)	\$2,914	3.3%
<b>Vacation</b>	(120 hours per year)	\$2,331	2.6%
<b>Sick</b>	(96 hours per year)	\$1,515	1.71%
<b>Holiday</b>	(80 hours per year)	\$1,942	2.2%
<b>Insurance</b>	(less than \$50,000)	\$16,395	18.6%
<b>Personal Day</b>	(8 hours per year)	\$194	0.2%
<b>Total Benefits</b>		<b>\$37,861</b>	<b>42.8%</b>
<b>Total Compensation (Salary + Benefits):</b>		<b>\$88,363</b>	<b>100.0%</b>

## 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 3. These costs are derived from the National Compensation Survey conducted by the U.S. Bureau of Labor Statistics and are published in the monthly Employer Costs 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.

Table 3 demonstrates how New Mexico State employees' 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 56.7% of total compensation, as compared to approximately 62.2% 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) to its direct compensation (wages and salaries) is higher than other state and local governments by 4.7% of total compensation.

The survey indicates that the average amount of paid leave provided by the State is 1 % greater than the national civilian worker average and that the percentage of insurance costs (medical, dental, vision, etc.) paid by the State is 10.3% 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 3**

Compensation Component	Civilian Workers	Private Industry	State & Local Government	State of New Mexico
Wages and salaries	68.50%	70.00%	61.90%	57.20%
Benefits	31.50%	30.00%	38.10%	42.80%
Paid leave	7.40%	7.30%	7.50%	8.40%
Supplemental pay	3.00%	3.40%	1.00%	0.00%
Insurance	8.70%	8.00%	11.80%	20.30%
Health	8.30%	7.60%	11.50%	18.60%
Retirement and savings	5.20%	3.60%	12.20%	
Defined benefit	3.20%	1.30%	11.40%	9.90%
Defined contribution	2.00%	2.30%	0.80%	0.00%
Legally required	7.20%	7.60%	5.50%	4.40%

The retirement and savings component in state and local government is nearly two and a half times the national average for civilian workers. Defined benefit programs were increased as a recruitment mechanism in the late 1960's. Defined benefit programs have been phased out in most private sector organizations and are also beginning to be used less in the public sector. The deferred earnings of defined benefits programs are critical to employees maintaining a comfortable living in later years, though an issue with employer-paid retirement plans is that this responsibility 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. Due to the changes in workforce demographics, however, today's workers tend to move between different organizations more often and may be more attracted to portable retirement plans that move with them when they leave an organization.

## National Trends

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

For 2021, organizations across all industries are planning general salary increases of 2.4-3.6% as reported by national compensation survey sources. (See Table 4).

The Social Security Administration 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% per year, though in 2016 no increase was provided. For 2021, a 1.3% COLA is planned.

Table 4

Industry Related Trends & Data Sources See Appendix A for Data Sources	
WorldatWork	3.0%
Korn Ferry	3.0%
Mercer	3.6%
Willis Towers Watson	2.8%
Aon	3.0%
NCASG	2.4%
Salary.com	3.0%
Social Security Administration COLA	1.3%

*National compensation survey sources indicate that most organizations plan to provide general salary increases of 3.0% in 2021.*

## Comparator States Adjustment Trends

According to the latest NCASG salary survey data, states projected a 2.58% salary increase for all occupations in FY20, which is down from an average salary increase of 2.84% in 2018-2019. The actual average salary decrease from year-to-year was 1.01%. For FY21, reporting states are projecting salary increases of 0.94% and structure adjustments (pay bands) of 1.05%.

## 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 cost of employee benefits for employers. (Table 5)

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

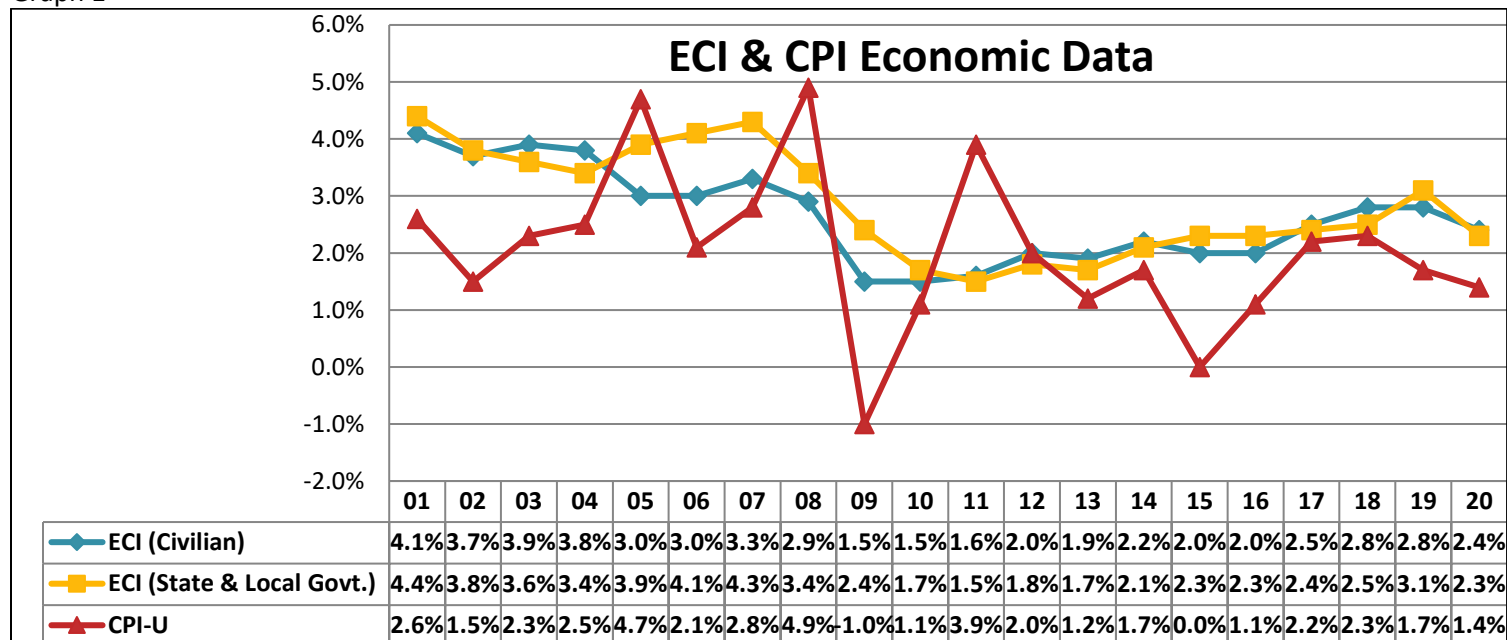
The Consumer Price Index—All Urban Consumers (CPI—U) is tracked monthly and is a measure of the changing purchasing power of the dollar. The number reflects the average change in the prices paid by urban consumers for a fixed market basket of goods and services. This index is principally used as an indicator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

For the period ending September 2019, the last period for which data is available, the CPI-U, which covers 89% of the population of the United States, was reported as 1.7%. (See Graph 1). Supporting data may be found at [www.bls.gov](http://www.bls.gov). Table 5 and Graph 1 show ECI wage-related data compared to CPI-U's inflation-related data.

Table 5

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%
2018	2.8%	2.5%	2.3%
2019	2.8%	3.1%	1.7%
2020	2.4%	2.3%	1.4%

Graph 1

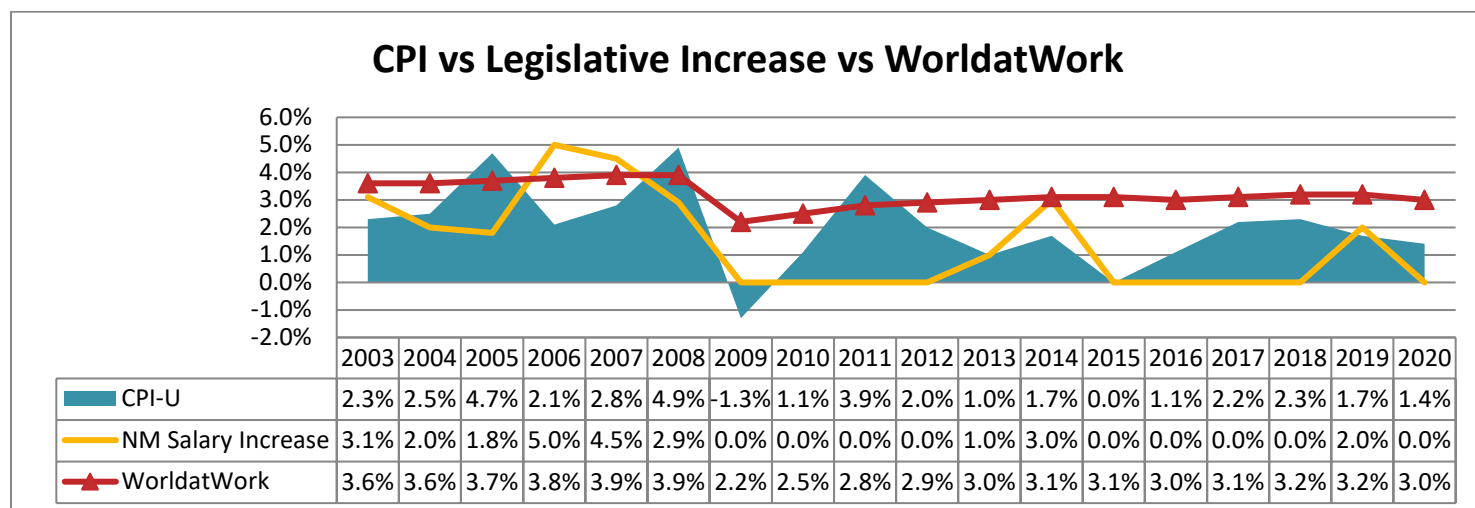


It is useful to compare these national wage data trends against New Mexico's salary increase history to identify patterns and develop recommendations where necessary. Graph 2 below compares the history of CPI-U rates (shaded area) and the national wage increases as reported by WorlDatWork against the legislatively authorized salary increases in New Mexico.

The Graph demonstrates that New Mexico has not kept pace when compared to these two wage and economic data points. According to WorlDatWork, in 2019 leading compensation industries reported organizations providing an average 3.2% salary increase. The national rate of inflation has outpaced salary growth in New Mexico for the same period. This means New Mexico wages have fallen behind national trends, resulting in New Mexico 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.

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 2



## Regional Trends

Table 6 below illustrates the average classified employee salary for New Mexico and for the eight state Comparator market for the past 10 years. The change from year-to-year should be viewed as snapshots in time and as a macro-indicator, not how the Comparator states 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 6

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Arizona	\$37,630	\$36,695	\$34,973	\$35,422	\$43,832	\$44,116	\$45,062	\$45,981	\$46,901	\$47,988	\$48,462
Colorado	\$55,044	\$51,072	\$50,955	\$52,270	\$53,772	\$54,300	\$54,509	\$54,858	\$55,187	\$62,956	\$66,033
Kansas*	\$38,100	\$35,235	\$37,855	\$36,356	\$37,336	\$36,056	\$37,133	\$37,233	\$37,345	\$39,902	
Nevada	\$55,704	\$55,704	\$55,704	\$46,446	\$47,216	\$64,792	\$66,082	\$69,084	\$40,862	\$42,088	



New Mexico	\$41,986	\$41,995	\$41,912	\$41,912	\$43,576	\$44,554	\$44,803	\$45,342	\$45,906	\$48,298	\$50,502
Oklahoma	\$35,200	\$32,495	\$35,540	\$36,314	\$37,700	\$37,700	\$42,940	\$44,178	\$45,061	\$49,505	\$44,716
Texas*	\$39,232	\$39,265	\$40,223	\$40,310	\$40,398	\$40,398	\$43,255	\$44,064	\$44,901	\$46,475	
Utah*	\$42,635	\$39,312	\$45,114	\$45,749	\$46,592	\$47,656	\$48,832	\$49,764	\$50,980	\$50,481	
Wyoming	\$45,822	\$44,764	\$48,352	\$47,922	\$49,213	\$52,050	\$54,018	\$55,500	\$53,299	\$54,766	\$54,605

\*States did not respond to requests for this information

## New Mexico Trends

The US DOL BLS annually tracks the ECEC (Employer Costs for Employee Compensation), 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 2020, the ECEC reports the average salary for private industry is \$54,080 and the average salary for state and local government is \$50,406.

New Mexico's average classified employee salary as of July 2020 is \$50,502.

The New Mexico Department of Workforce Solutions (NM DWS) Quarterly Census of Employment and Wages for the first quarter of 2019 (published August 2019) reports private employment wages in New Mexico averaging \$47,040. (See Table 7) Total Government wages in New Mexico (including Federal, State and Local) average \$50,406.

Table 7

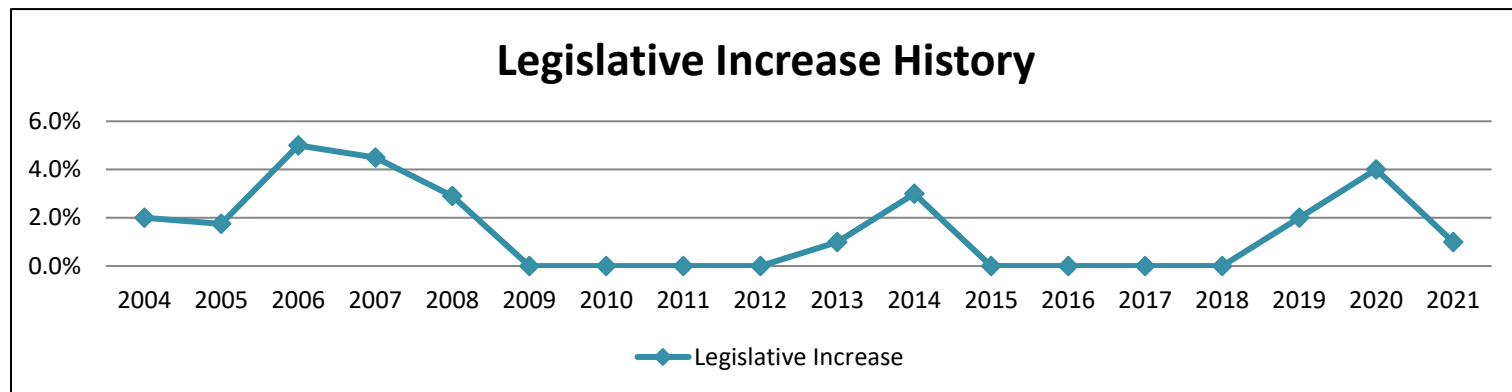
Average Annual Wages (not including benefits)	
USDOL ECEC Total Government	\$59,072
USDOL ECEC Private Industry	\$54,080
NM DWS Total Government (Fed, State, Local)	\$50,406
NM Classified Employees	\$50,502
NM DWS Private Industry	\$47,040

**Please note that the full effects of the COVID-19 pandemic are not yet reflected in the New Mexico salary data.**

## New Mexico Legislatively Authorized Salary Increases

Graph 3 shows the legislatively appropriated salary increases for each of the past 17 fiscal years. The salary increase amounts include general salary increases, as well as any targeted increases or supplemental increases for employees in specific occupation-based classifications for the years that they were provided. Specific information for each year can be found in Appendix B.

Graph 3



## 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 Comparator market region. In 2019, New Mexico ranked fifth. (Table 8) in the eight state Comparator market.

Table 8: Eight - State Comparator Market Base Compensation	
Colorado	\$66,033
Wyoming	\$54,605
Utah	
Arizona	\$48,462
New Mexico	\$50,502
Oklahoma	\$44,716
Texas	
Nevada	
Kansas	

### New Mexico Classified Employee Average & Median Salary Comparison

*32% of New Mexico’s classified employees earn between \$20,000 and \$40,000 annually.*

Average and median classified salaries advanced from 2006 to 2008 and then remained flat from 2008 to 2013. From 2014 to 2020, both the average and median classified salaries gradually increased. New Mexico classified employee average salary rose over 4.5% in 2020.

However, while the average salary rose, FY20 data reflects that 32% of New Mexico’s classified employees earned between \$20,000 and \$40,000 annually. Supplemental information may be found in Graph 4 and Table 9.

Graph 4

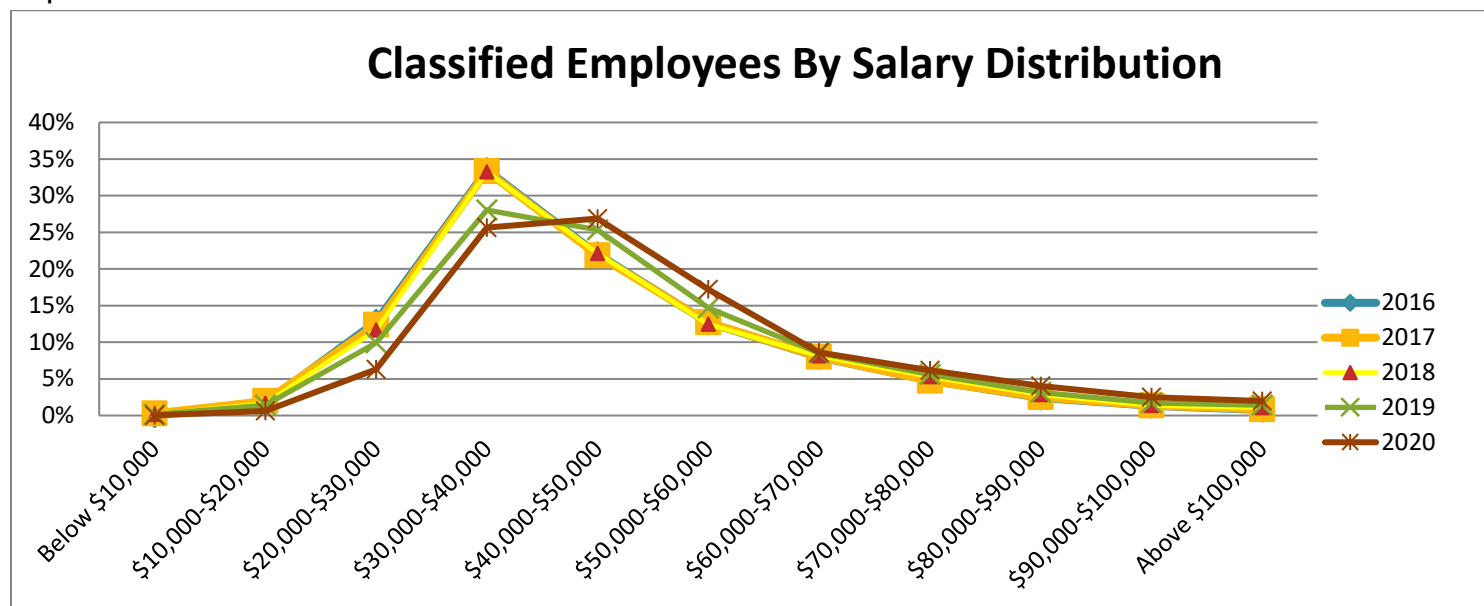


Table 9

	2008	2011	2013	2015	2017	2018	2019	2020
<b>Below \$10,000</b>	0.0%	0.0%	0.0%	0.0%	0.3%	0.1%	0.2%	0.0%
<b>\$10,000-\$20,000</b>	2.7%	2.1%	2.4%	1.7%	2.0%	1.7%	1.4%	0.6%
<b>\$20,000-\$30,000</b>	23.1%	23.7%	22.1%	15.6%	12.4%	11.7%	9.9%	6.3%
<b>\$30,000-\$40,000</b>	29.6%	28.9%	31.0%	31.7%	33.3%	33.2%	28.0%	25.7%
<b>\$40,000-\$50,000</b>	19.3%	19.4%	19.3%	21.1%	21.9%	22.1%	25.4%	26.9%
<b>\$50,000-\$60,000</b>	12.6%	12.1%	11.5%	12.8%	12.7%	12.5%	14.7%	17.2%
<b>\$60,000-\$70,000</b>	6.5%	7.0%	7.0%	8.9%	8.0%	8.1%	8.5%	8.6%
<b>\$70,000-\$80,000</b>	3.6%	3.6%	3.6%	3.9%	4.7%	5.3%	5.6%	6.2%
<b>\$80,000-\$90,000</b>	1.6%	1.8%	2.0%	2.4%	2.5%	2.9%	3.2%	4.0%
<b>\$90,000-\$100,000</b>	0.6%	0.7%	0.7%	1.3%	1.4%	1.4%	1.7%	2.5%
<b>Above \$100,000</b>	0.4%	0.5%	0.4%	0.7%	0.8%	1.1%	1.4%	2.0%

## Occupation-Based Salary Structures

SPO continues to assess the classified service classification and pay system to identify any components in need of updating, modification, or deletion. Within job classifications, the size of job – the needed knowledge, skills, problem solving, and accountability – can vary greatly. These variances will compound over time, as our current and future classifications demand more and more specialization and skill.

SPO has created a classification structure with the following pay lines, each targeted towards a particular sector, and which take into account the sizes of different jobs and the movement of the market in these sectors. These occupation-based pay lines are:

- Corrections (Completed)
- Information Technology (Completed)
- Engineer, Surveyor, Water Resources, Engineering Tech (Completed)
- Architecture (Completed)
- Attorneys (Completed)
- Social Services (Completed)

The Healthcare Classification and Salary Study has been completed and approved by the SPB. Unfortunately, the public health emergency has created significant budgetary constraints and, as a result, the implementation of the Healthcare Study has been delayed. The classification study of Human Resource professionals is in progress as is the Health Care Support Study.

The implemented pay lines are intended to provide policy makers with the flexibility to assess both economic indicators and agency requests and will also enable policy makers to take appropriate, targeted salary-based action.

The classification framework organizes 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 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.

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 occupation-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	

<b>Job Family: Engineers</b>	
<b>Description</b>	
<b>Engineer Graduate</b>	This position is the entry level position in the Engineering Series, 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.
<b>Engineer Intern</b>	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.
<b>Engineer Professional I</b>	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.
<b>Engineer Professional II</b>	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.
<b>Engineer Manager I</b>	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.
<b>Engineer Manager II</b>	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 with agency sections to coordinate testing processes; provides support to agency management, District Offices and functional groups; and actively participates on the agency specific Subcommittee.
<b>Engineer Manager III</b>	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 minimizes salary inequities between jobs across agencies by creating the right number of jobs per family and compensating them appropriately based on the level of work for which the position is responsible. The 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.

## Average Salary Data by Pay Band

Tables 10a-g show the number of State classified employees in each pay band and the employee average salary and Compa-ratio by pay band. The data show that the average Compa-ratio in the General Pay Line is generally below midpoint in the lowest pay band and above midpoint in the higher pay bands. Compa-ratios for employees in the new occupation-based pay lines are generally lower. This is a result of implementing pay structures with higher market-based midpoints. The Attorney and Social Service Salary Schedules were both implemented in FY19 and are described in the section immediately following.

Table 10a

General Pay Band	Average Salary	Average Compa-Ratio	# of Employees
25	\$23,231	99%	219
30	\$24,391	102%	228
35	\$27,465	104%	204
40	\$29,768	105%	811
45	\$33,132	107%	857
50	\$35,889	105%	1,213
55	\$39,865	104%	1,517
60	\$42,603	102%	1,989
65	\$49,103	106%	2,151
70	\$54,578	106%	1,621
75	\$63,378	109%	1,097
80	\$72,825	112%	615
85	\$81,575	109%	615
90	\$94,492	110%	261
95	\$105,037	107%	73
96	\$115,131	101%	26
97	\$150,270	114%	10
98	\$168,220	109%	17
99	\$305,657	107%	24

Table 10b

Corrections Pay Band	Average Salary	Average Compa-Ratio	# of Employees
CA	\$32,362	89%	35
CB	\$40,559	91%	752

CC	\$44,561	91%	182
CD	\$50,110	93%	102
CE	\$56,876	98%	27
CG	\$72,158	107%	5
CH	\$65,222	89%	6
CJ	\$70,472	84%	30
CK	\$79,449	85%	13
CL	\$92,976	90%	5
CM	\$99,849	86%	2

Table 10c

Information Technology Pay Band	Average Salary	Average Compa-Ratio	# of Employees
IA	\$42,334	103%	17
IB	\$48,463	101%	41
IC	\$57,257	101%	55
ID	\$59,619	94%	124
IE	\$73,127	102%	169
IF	\$83,979	104%	207
IG	\$97,005	103%	55
IH	\$103,389	93%	28
II	\$112,136	92%	14
IJ	\$120,227	89%	5
IK	\$134,608	88%	5

Table 10d

Engineer Pay Band	Average Salary	Average Compa-Ratio	# of Employees
EA	\$38,285	103%	53
EB	\$43,357	105%	127
EC	\$47,979	104%	139
ED	\$53,116	101%	95
EE	\$60,843	99%	133
EF	\$70,880	95%	93
EG	\$81,843	99%	99
EH	\$96,040	105%	24
EI	\$99,732	96%	27
EJ	\$112,736	102%	18
EK	\$120,750	100%	10

Table 10e

Social Service Pay Band	Average Salary	Average Compa-Ratio	# of Employees
SD	\$42,033	93%	182
SE	\$49,696	97%	292

SF	\$59,236	102%	112
SG	\$65,264	97%	60
SH	\$79,170	98%	27
SI	\$78,666	88%	7

Table 10f

Architect Pay Band	Average Salary	Average Compa-Ratio	# of Employees
AA	\$53,396	80%	1
AB	\$69,688	92%	7
AC	\$101,930	100%	1

Table 10g

Attorney Pay Band	Average Salary	Average Compa-Ratio	# of Employees
LE	\$62,271	92%	17
LF	\$68,009	93%	13
LG	\$78,621	100%	40
LH	\$84,682	98%	87
LI	\$94,541	101%	56
LJ	\$103,556	103%	12

## Key Classification Studies that Solved Staffing and Pay Issues

In FY20, SPO continued to more accurately align the type of work being performed with competitive occupation-based salary structures when it completed the Healthcare classification series and new salary structure, requiring new job codes and pay bands. Unfortunately, the public health emergency has created significant budgetary constraints, and, as a result, the implementation of the Healthcare study has been indefinitely delayed.

## 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 94% Compa-ratio to the Architect Examiners Board at 122%. The average Compa-ratio for all employees is approximately 103%.

## Salary Structure

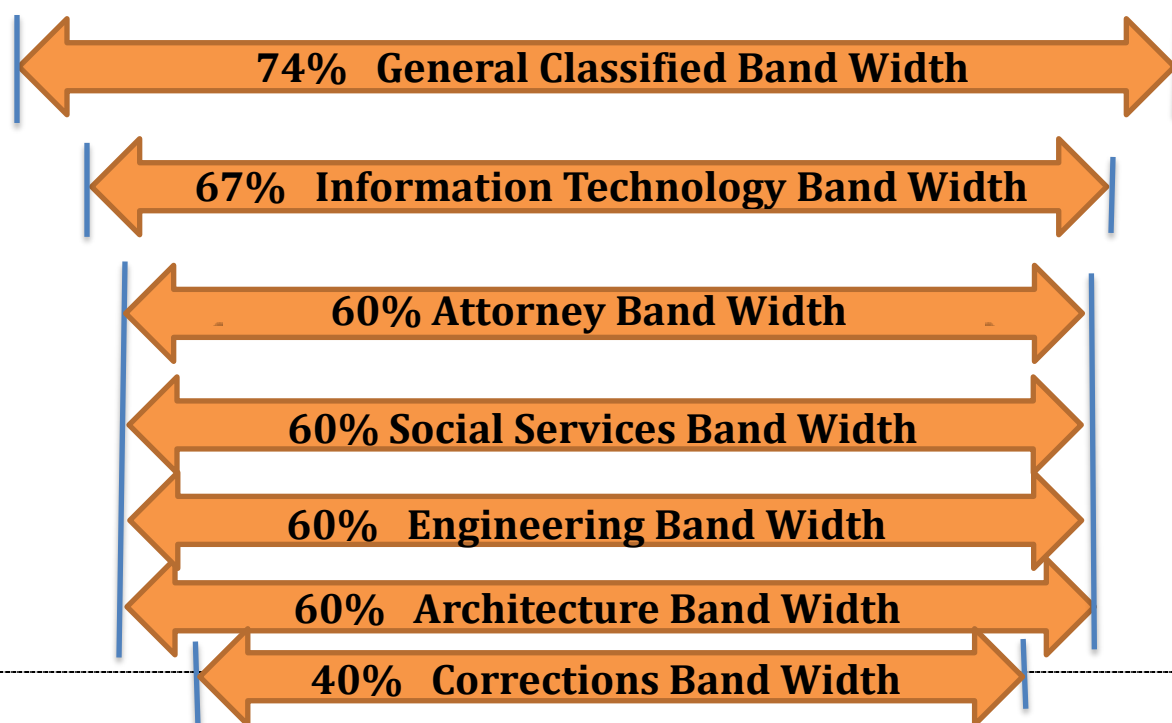
In order for an organization, especially a large one, to manage pay efficiently and effectively, it must simplify the administration of pay into a practical system. To accomplish this, organizations create job classifications that group jobs of approximately the



same job size or “worth.” SPO uses the Hay Group Guide Chart-Profile Method of Job Evaluation to determine the size of each classification.

Each classification is then assigned to the appropriate pay band. 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 classified General Salary Structure is currently 74% wide – meaning the maximum rate of pay is 74% greater than the minimum rate of pay. The two newer salary structures have pay bands that are 40% wide for Corrections and 67% wide for Information Technology. Pay bands act to identify 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 within a pay band reflects the approximate differences in performance or experience that the State is willing to recognize for a given level of work.



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## 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 midpoint values of each pay band within a given salary schedule is described as the “policy” line for that salary schedule. Policy lines define 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
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- Market Line = Average of Comparator Market Pay Rates, and
- Practice Line = New Mexico Average of Classified Employee Actual Pay Rates

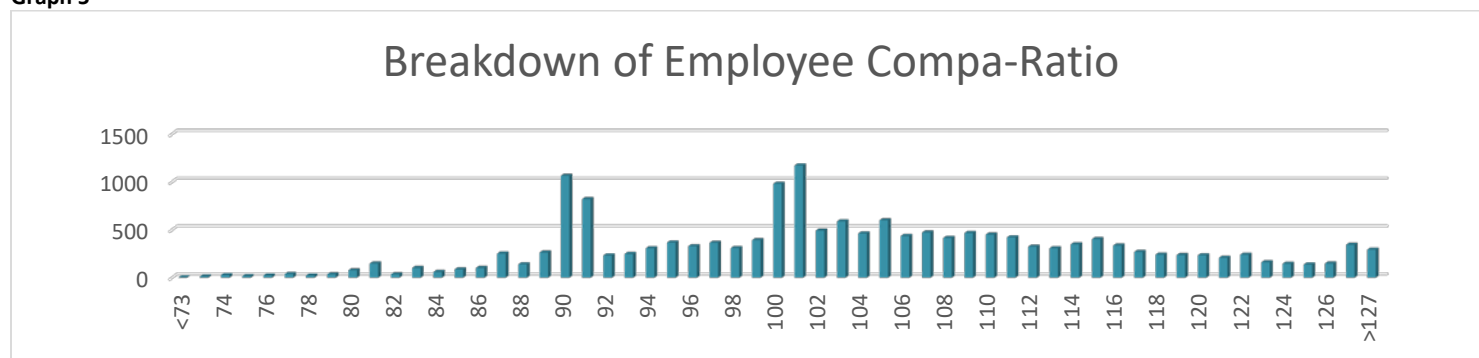
Using regression analysis in 2001, SPO implemented a salary structure that was set at 95% of the eight-state Comparator market. Use of regression analysis continues through FY20 for all New Mexico salary structures.

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.

## Classified Employee Compa-Ratio

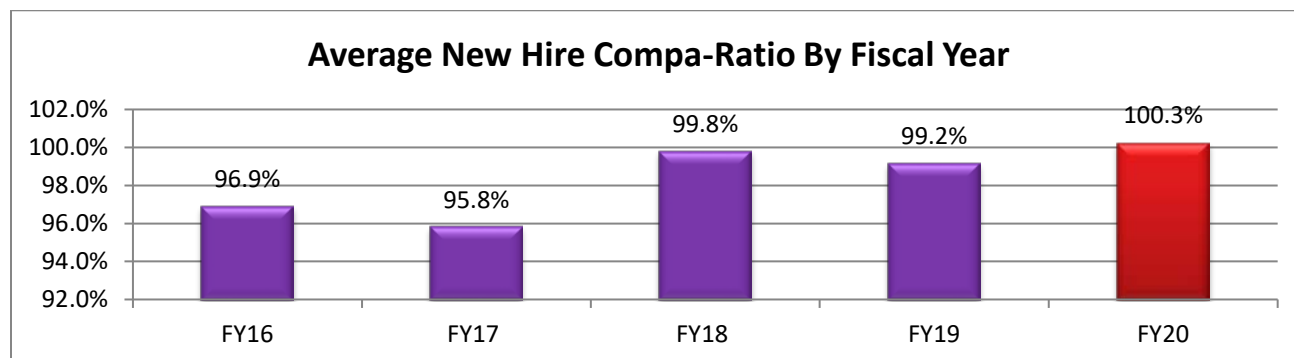
Below, in Graph 5, the distribution of State classified employee Compa-ratios is illustrated. The distribution normally resembles a bell-shaped curve, with several multi-modal spikes, with the number of employees spread fairly evenly throughout the distribution.

Graph 5



In FY20, new hire pay rates increased to a 100.3% Compa-ratio. (See Graph 6)

Graph 6



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## Alternative Pay Bands (APB)

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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 of and high demand for labor (labor shortage). When a labor shortage exists, organizations compete with one another to attract and retain qualified employees. Since the internal value (size of job identified through job evaluation process) has not changed – i.e., no higher job qualifications or more complex job duties and responsibilities -- it does not make sense to permanently assign the classification to a different pay band. The solution is to “temporarily” assign the classification to a higher pay band for a limited time until either the market pressures recede, or the actual employer-generated pay for employees catches up to the market rate, and the higher APB assignment is no longer needed. The implementation of occupation-based salary structures has allowed the State to reduce, though not eliminate, the need for APBs in critical occupations. A complete list of all job classifications assigned to APBs can be found in Appendix F.

# Pay Administration

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## Pay Mechanisms

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The SPB Rules provide pay mechanisms that enhance recruitment and retention efforts by providing agencies with a number of tools to attract and retain a qualified workforce. The various pay mechanisms are collectively referred to as multiple components of pay (MCOP) and are explained and listed below:

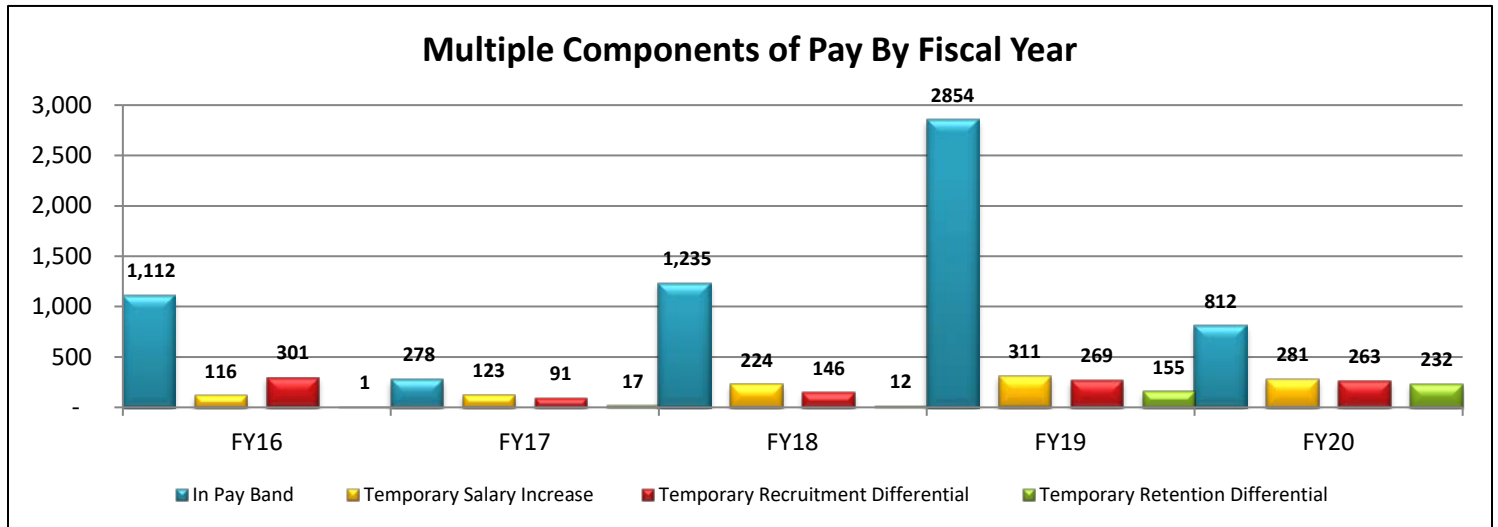
- **Temporary Recruitment Differentials** (TREC)s are increases in hiring pay authorized for positions documented as being critical to the business needs of an agency and for which the agency has demonstrated and documented recruitment difficulty.
- **Temporary Retention Differentials** (TRET)s are increases in pay authorized for positions documented as being critical to the business needs of an agency and from which an employee’s departure would disrupt the agency’s ability to fulfill its mission.
- **Temporary Salary Increases** (TSI)s are used when an employee temporarily accepts and consistently performs additional duties which are characteristic 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 creating the additional duties and responsibilities cease to exist and may not exceed a one-year period.
- **In-Pay Band Salary Adjustments** (IPBs) 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 for 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 7 shows the activity for each MCOP utilized by the State from FY16 through FY20. The continued decrease in the use of temporary MCOPs (TSI, TREC and TRET) is a result of SPO’s development of the new classification pay structures and its continued efforts to ensure that agencies are in compliance with SPB Rules. Temporary pay mechanisms are reviewed and

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authorized for various periods of time, on a case-by-case basis, in accordance with SPB rules, and agency budgetary constraints as monitored by DFA.

Graph 7

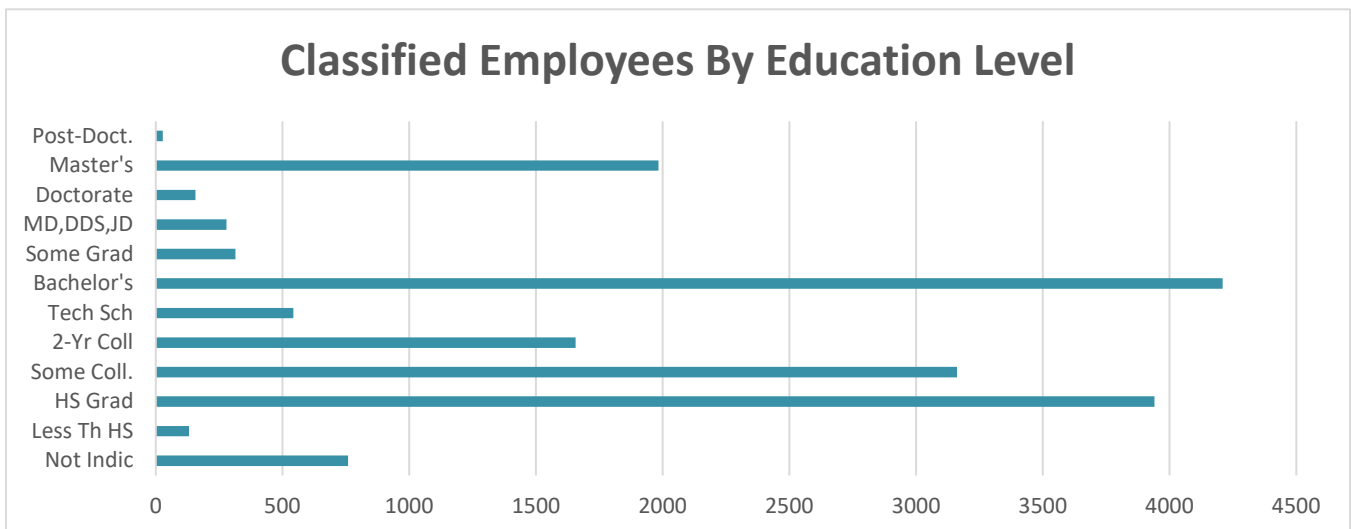


The increase in IPBs in FY19 was the result of pay increases granted to healthcare- and community services-related professionals at DOH and HSD. These IPBs brought employees closer to new-hire Compa-ratios and corrected internal alignment, appropriate placement, and compaction issues.

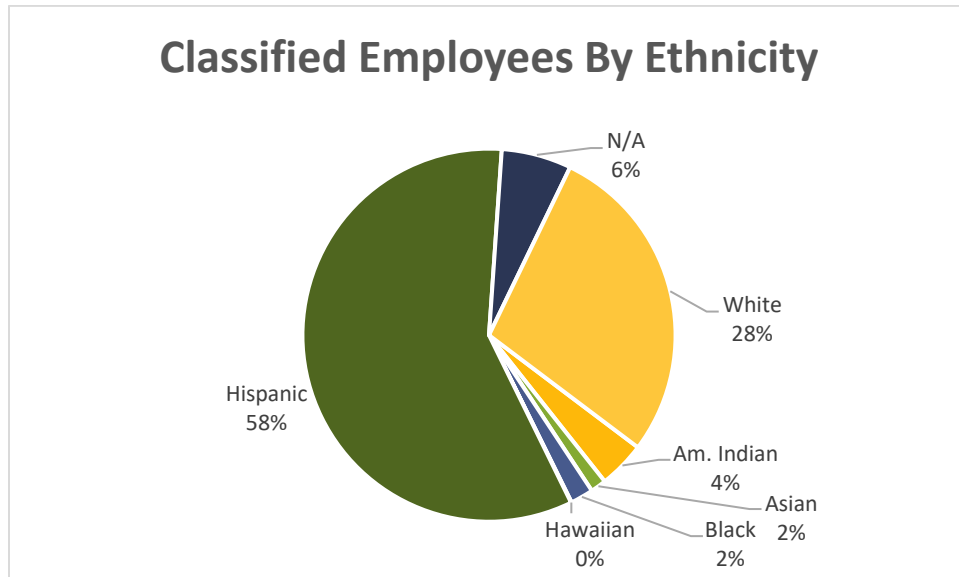
## Classified Service Demographics

Graphs 8-11 below detail the education level, ethnicity, gender and age demographics of State classified employees.

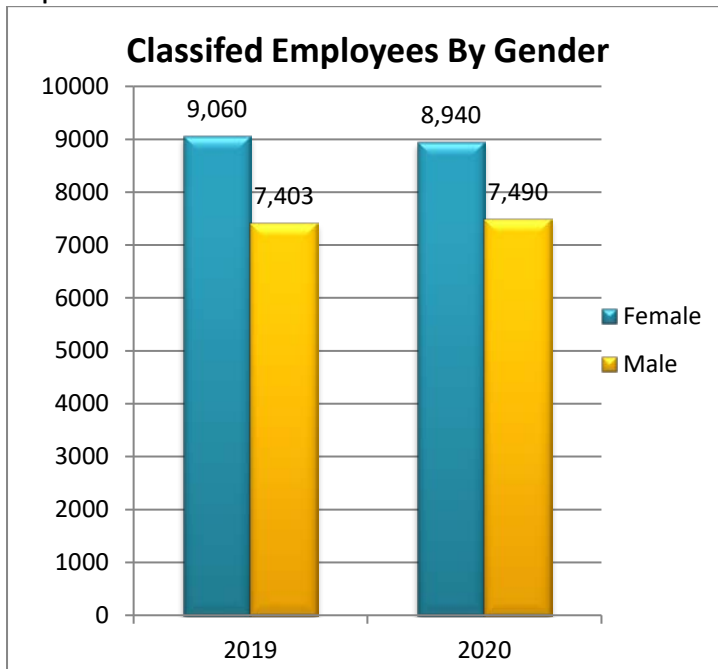
Graph 8



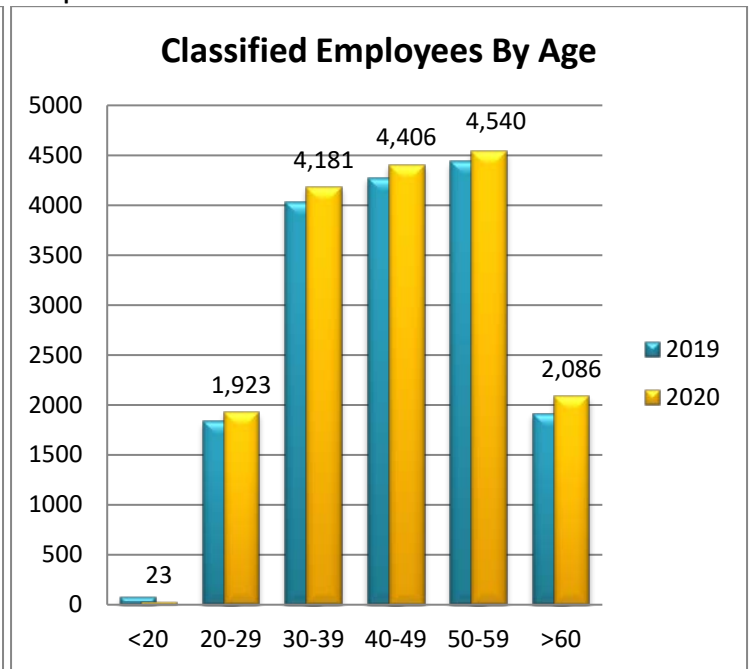
Graph 9



Graph 10



Graph 11



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

Table 11 shows that in nearly all New Mexico counties, the State classified employee average salary is competitive and higher than the non-State classified employee average salary. There are a few instances, however, where that is not the case. In Eddy and Lea counties, for example, traditional oil and gas producing areas, average State classified employee salaries are significantly less than average county salaries. Similarly, in San Juan County, a significant petroleum producer, the average State classified employee salary is less than the average employee salary, as starting salaries for oil and gas and power station employees are typically in the \$60,000 range. The longer-term effects of the COVID-19 pandemic on oil and gas revenues and salaries have yet to be determined or realized. Further, the anticipated closing of the San Juan Generating Station will also affect employees there. State classified service salaries also have difficulty competing against the technology centers located in Sandoval and Los Alamos counties, as those counties are home to Intel and Los Alamos National Laboratory, respectively.

Table 11

County Demographics			State Classified Demographics		State Classified Comparison	
County	Population	Median Salary	FTE	Median Salary	% FTE /County	Salary Difference
Bernalillo	690,810	\$51,831	3,684	\$50,686	0.53%	-\$1,145
Catron	3,885	\$38,488	17	\$41,736	0.44%	\$3,248
Chaves	65,486	\$45,668	616	\$47,897	0.94%	\$2,229
Cibola	25,854	\$34,903	348	\$43,398	1.35%	\$8,495
Colfax	13,094	\$3,440	388	\$54,582	2.96%	\$51,142
Curry	52,143	\$42,532	136	\$45,541	0.26%	\$3,009
De Baca	1,859	\$33,347	13	\$45,240	0.70%	\$11,893
Doña Ana	229,150	\$35,787	1,236	\$47,147	0.54%	\$11,360
Eddy	58,128	\$58,255	133	\$46,425	0.23%	-\$11,830
Grant	29,828	\$35,793	353	\$43,330	1.18%	\$7,537
Guadalupe	4,926	\$24,704	44	\$41,683	0.89%	\$16,979
Harding	629	\$31,250	6	\$36,883	0.95%	\$5,633
Hidalgo	4,879	\$33,893	28	\$36,220	0.57%	\$2,327
Lea	72,114	\$52,355	147	\$47,550	0.20%	-\$4,805
Lincoln	21,591	\$40,718	86	\$42,945	0.40%	\$2,227
Los Alamos	18,638	\$117,391	8	\$60,270	0.04%	-\$57,121
Luna	24,617	\$28,198	202	\$48,039	0.82%	\$19,841
McKinley	70,698	\$34,226	157	\$42,640	0.22%	\$8,414
Mora	4,639	\$38,070	19	\$39,018	0.41%	\$948
Otero	68,853	\$42,509	175	\$43,212	0.25%	\$703
Quay	8,566	\$29,872	87	\$41,454	1.02%	\$11,582
Rio Arriba	39,186	\$39,403	137	\$44,203	0.35%	\$4,800
Roosevelt	20,100	\$38,554	51	\$43,219	0.25%	\$4,665
San Juan	133,485	\$45,989	240	\$45,335	0.18%	-\$654

San Miguel	29,018	\$29,933	894	\$44,925	3.08%	\$14,992
Sandoval	151,949	\$54,152	236	\$44,861	0.16%	-\$9,291
Santa Fe	150,818	\$58,860	5,896	\$58,413	3.91%	-\$447
Sierra	11,726	\$28,466	229	\$44,394	1.95%	\$15,928
Socorro	17,903	\$33,457	81	\$44,259	0.45%	\$10,802
Taos	32,560	\$34,515	136	\$45,671	0.42%	\$11,156
Torrance	16,736	\$38,259	69	\$42,540	0.41%	\$4,281
Union	4,388	\$37,406	123	\$43,434	2.80%	\$6,028
Valencia	79,821	\$44,250	762	\$41,166	0.95%	-\$3,084

## Classification Studies

During FY19, SPO undertook one of its largest classification studies to date. The Healthcare Study, which involved the development of 101 new classification descriptions, the creation of new job codes, and the development of a new occupation-based salary structure, was the most comprehensive study SPO has conducted for healthcare occupations since 2001. The Study was completed in the first quarter of FY20. Due to the economic implications of the public health emergency, implementation of the Study has been postponed indefinitely.

## 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 higher pay bands with greater pay opportunities.

The solution to misclassification and classification creep is for SPO and State agencies to continue working together to ensure that positions are properly classified and that work units are organized efficiently with the most streamlined workflows. SPO continues to work with State agencies to perform desk audits and organizational reviews when work units are not operating efficiently.

## Leave Accruals and Payouts

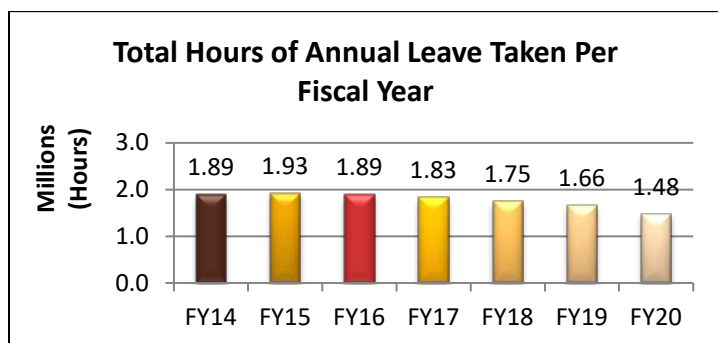
### Annual Leave

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.

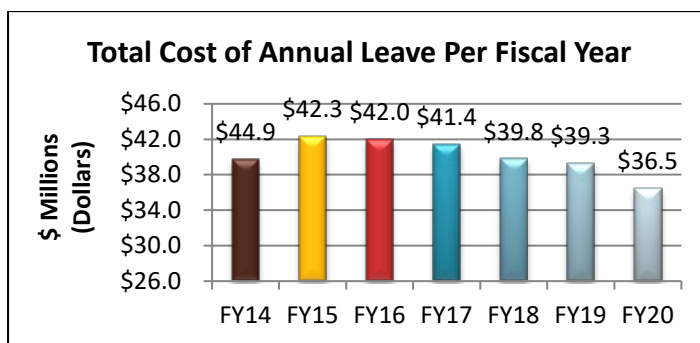
Classified employees accrue annual leave as outlined in the SPB Rules, based on their tenure. For example, employees with less than three years of service accrue just over 80 hours of leave per year, while those with over 15 years of service accrue nearly

160 hours per year. As shown in Graph 12, State classified employees used approximately 1.48 million hours of accrued annual leave in FY20.

Actual annual leave usage, and costs, from FY14 through FY20 is shown in the following graphs:



Graph 12

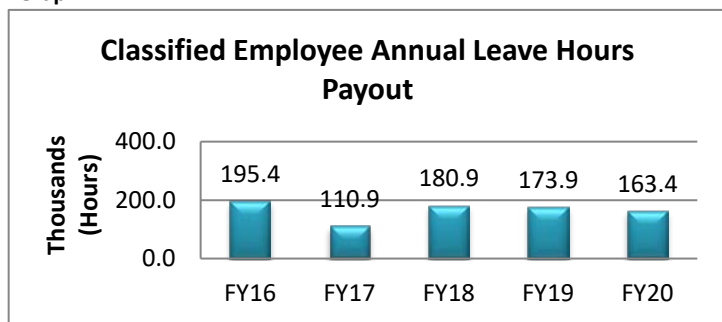


Graph 13

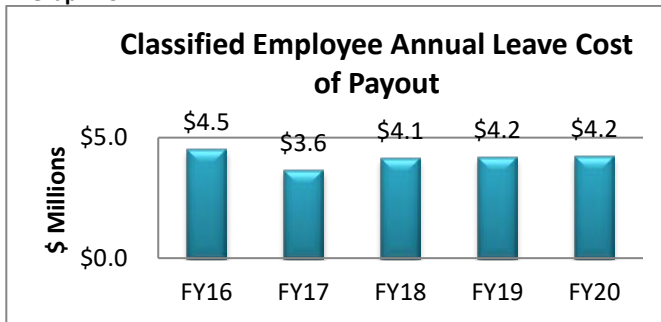
When employees separate from State service, they are eligible to cash out up to 240 hours of annual leave at their current hourly pay rate. Any additional hours over 240 are forfeited at the time of separation, as well as at the end of each calendar year for active employees. On October 16, 2020, the SPB approved a rule change allowing State employees to carry over accrued annual leave in excess of 240 hours past December 31, 2020 and until July 9, 2021, so they have a chance to use, rather than lose, those accrued hours they have been unable to use as a result of the COVID-19 pandemic. Employees are not entitled to cash out these excess hours should they separate from State service before July 9, 2021.

Graph 14 below shows that employees who separated from the State classified service cashed out a total of \$4,200,000 of annual leave in FY20. The average employee who separated cashed out approximately 6.2 days of annual leave.

Graph 14



Graph 15

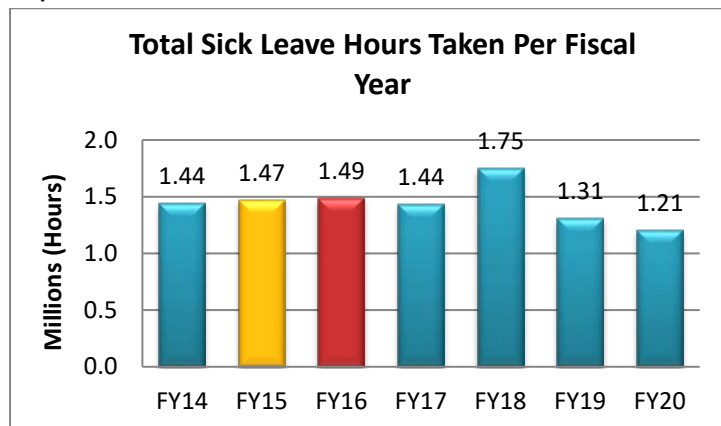


## Sick Leave

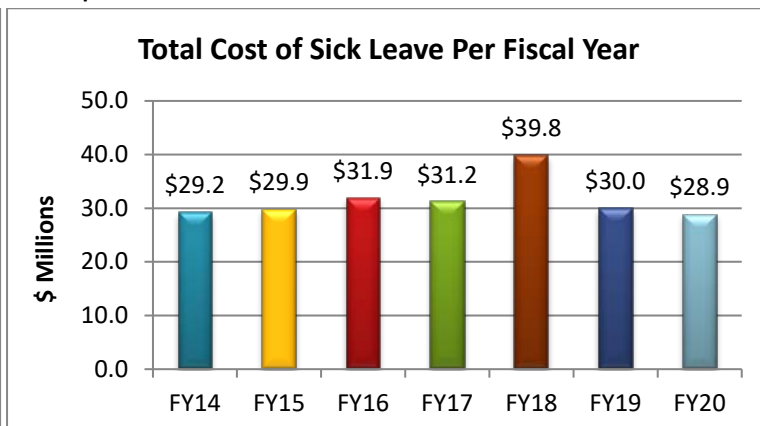
In FY20, the SPB approved an increase to the sick leave accrual rate, setting the new rate at 4 hours per pay period (up from 3.69 hours per pay period) for a total of 104 hours per year. The sick leave actual usage and cost for FY14 through FY20 are shown on Graphs 20 and 21. In FY20, employees used approximately 1.21 million hours of sick leave, as compared to the FY19 level of 1.31 million hours, resulting in a decreased cost of approximately \$1,100,000.



Graph 16

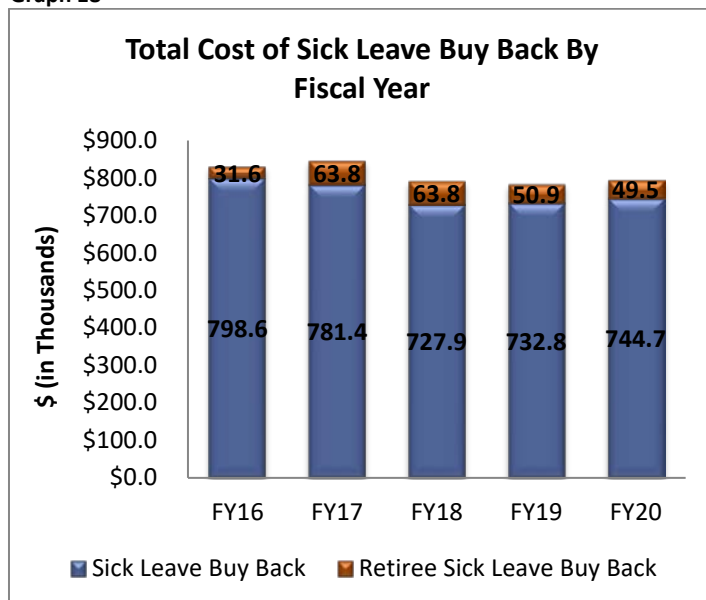


Graph 17

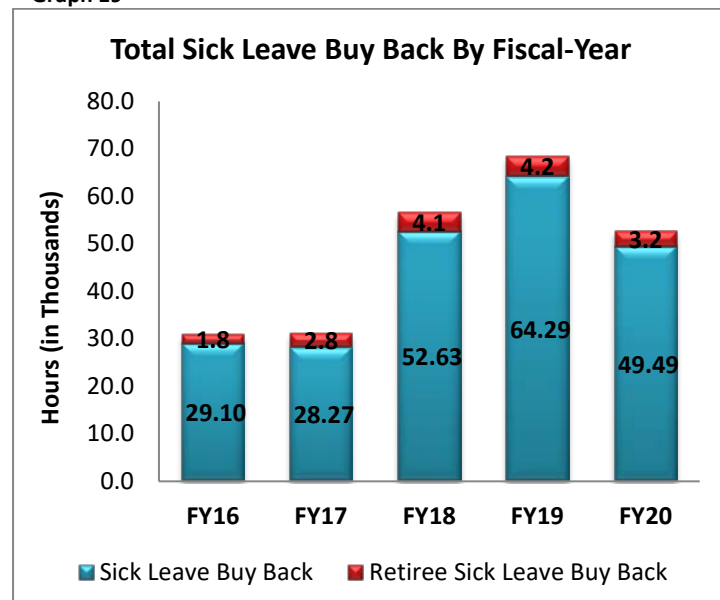


Employees are eligible to cash out accrued sick leave over 600 hours once per fiscal year, either in July or January, at one-half their hourly rate for up to 120 hours of sick leave. At the time of retirement, employees can cash out accrued sick leave over 600 hours at one-half their hourly rate for up to 400 hours of sick leave. Graph 19 shows that in FY20, active employees cashed out a total of 49,490 hours of sick leave, and retiring employees cashed out approximately 3,200 hours of sick leave. Graph 22 shows the sick leave buy back costs for the State from FY16 through FY20.

Graph 18



Graph 19

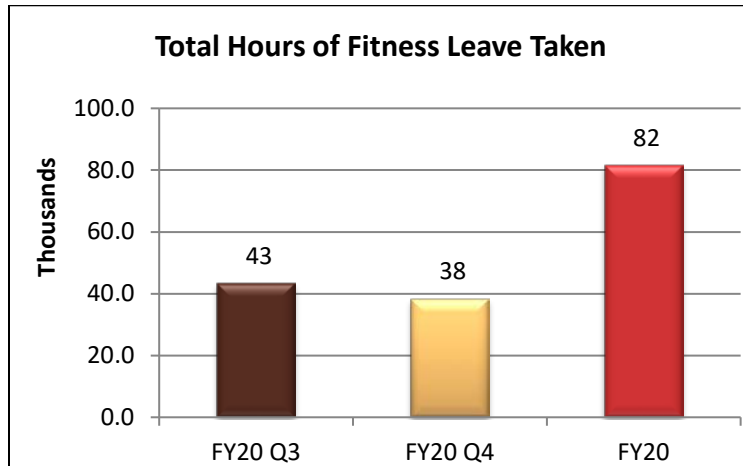


## Fitness and Paid Parental Leave

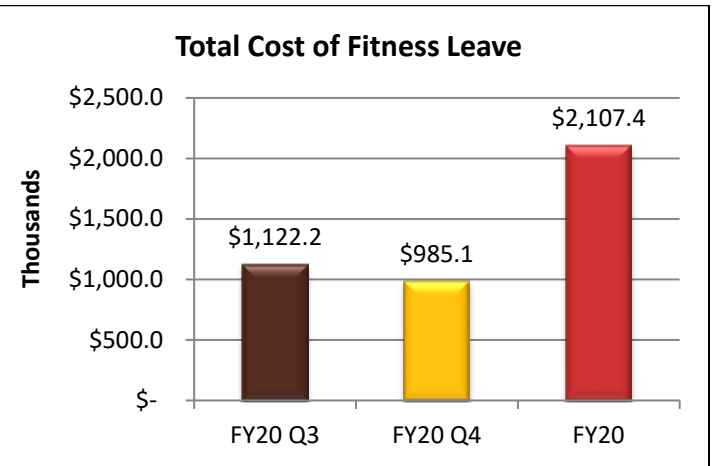
Pursuant to Executive Order 2019-024, SPO was charged with developing a fitness and wellness policy for State agencies to implement. Accordingly, classified employees are now eligible for two hours of paid fitness and wellness leave per week. Graph 20 shows that classified State employees used approximately 82,000 hours of fitness and wellness leave in FY20.

Effective January 1, 2020, Governor Michelle Lujan Grisham issued Executive Order 2019-036, subsequently amended pursuant to Executive Order 2020-062, effective September 2, 2020, granting twelve weeks of Paid Parental Leave to eligible classified employees. Graph 16 shows that classified State employees used 19,570 hours of Paid Parental Leave in FY20.

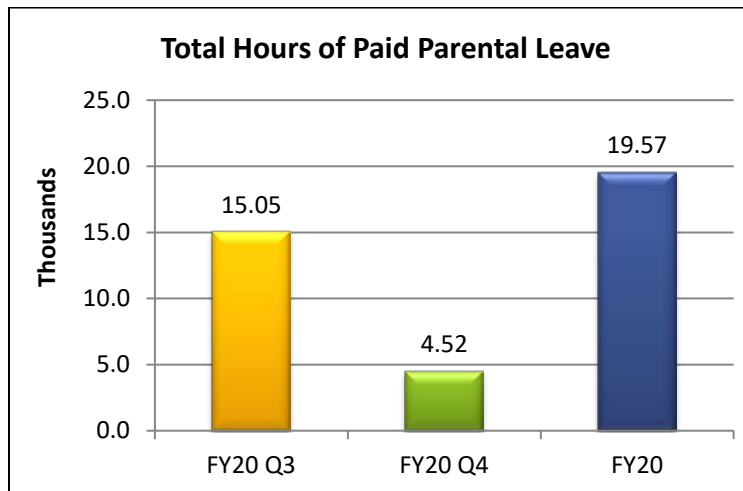
Graph 20



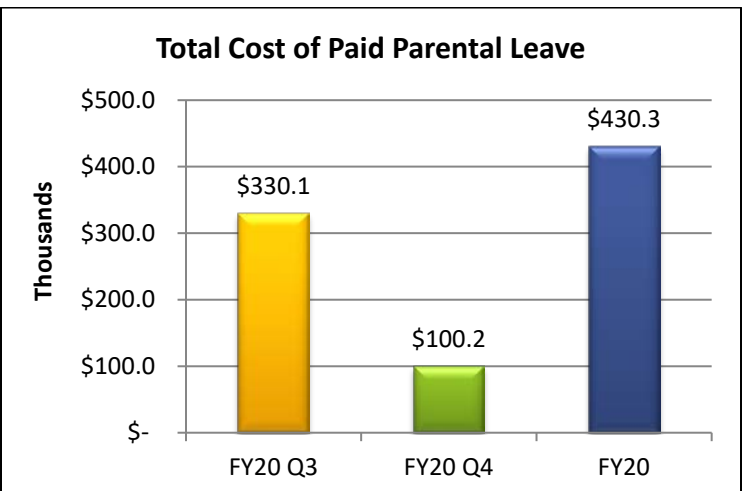
Graph 21



Graph 22



Graph 23



## Overtime

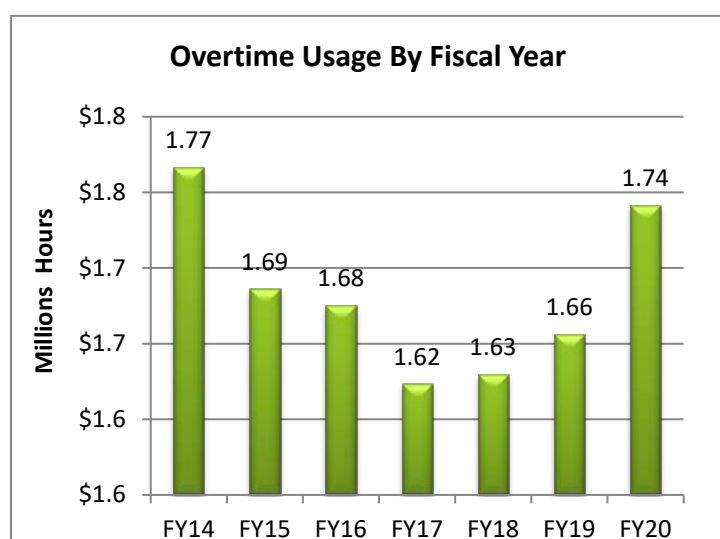
Agencies are expected to assign work in a responsible manner, so as to avoid the need for overtime. Managers and supervisors typically use existing staff resources to meet work demands; however, understaffing, special projects, or emergency situations may require employees to work additional hours. Allowing overtime is left largely to the discretion of the agencies. 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. Agencies may also allow employees to accrue compensatory time in lieu of cash payment

for overtime worked. FLSA exempt employees (those not covered by the overtime provisions of FLSA) may be compensated for overtime worked according to agency policy.

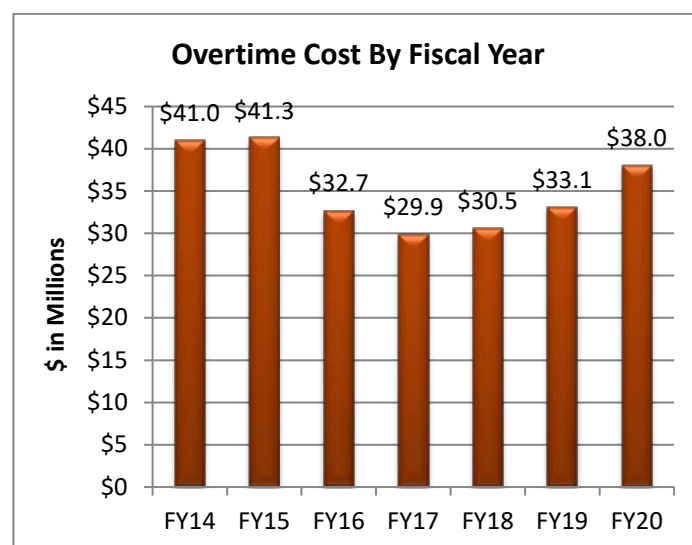
There is a correlation between vacancy rates and overtime hours worked. If an agency has a vacant position, employees may be required to do the work that would normally be done by that position by working additional hours.

Graphs 24 and 25 below depict the usage and cost of State employee overtime from FY14 through FY20. During FY20, FLSA non-exempt and FLSA exempt employees together were paid approximately \$38 million dollars in the form of either a cash payment or compensatory time off.

Graph 24



Graph 25



## Turnover & Vacancy

### Hiring

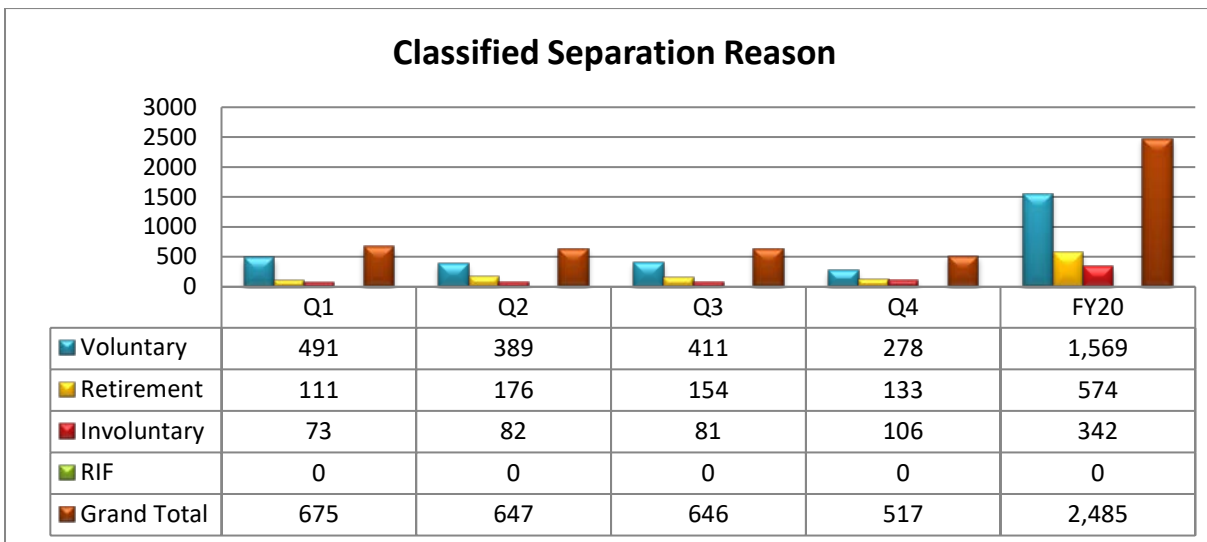
The State Personnel Act mandates a competitive ranking of applicants.<sup>5</sup> The SPO website is the portal for applicants to apply for jobs within the State's classified service. In July 2018, the State implemented the Talent Acquisition module in the SHARE system. This applicant tracking system within SHARE enables agency HR Managers to provide hiring managers with ranked lists of applicants, allowing hiring managers to make interview decisions from pools of applicants with the job-related qualifications required to successfully perform the advertised jobs.

<sup>5</sup> NMSA 1978 § 10-9-13(F).

## Separation

As shown by Chart 3 below, there were 2,485 total separations in FY20. Of these, 63%, or 1,569 separations were voluntary and only 14%, or 342, were involuntary separations. Of the voluntary separations, 574 were due to retirement. There were no separations related to a Reduction In Force (RIF) in FY20.

Chart 3



## Turnover Rates

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. Unfilled positions not only take a toll on production, but also negatively affect 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. Improvements in the recruitment and selection system improve an agency's ability to hire and retain high performing and engaged employees.

## Appendix

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

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

**Appendix C** – 2020 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** – General Classification Framework

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## Appendix A – Industry & Economic Data Sources

<b>WorldatWork Total Salary Increase Budget Survey:</b>  (United States participating members)	<p>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 three tenths percent (3.3 %) across all US industries for 2020.</p> <p>Supporting data may be found at <a href="http://www.worldatwork.org">www.worldatwork.org</a>.</p>
<b>Korn Ferry HayGroup:</b>  (United States participating member)	<p>Korn Ferry is a global management and consulting firm providing a range of human resources 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 2020, Korn Ferry projects a three percent (3.0%) average base salary increase across all industries.</p> <p>Supporting data may be found at <a href="http://www.kornferry.com">www.kornferry.com</a></p>
<b>Mercer:</b>  (United States participating member)	<p>Mercer is a global human resource 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 salary increase of three and six tenths percent (3.6 %) across all industries for 2020.</p> <p>Supporting data may be found at <a href="http://www.imercer.com">www.imercer.com</a>.</p>
<b>Willis Towers Watson:</b>  (United States participating member)	<p>Willis Towers Watson is a global advisory and solutions company with over 40,000 employees in more than 140 countries. The Willis Towers Watson General Industry Salary Budget Survey found salary increases are expected to hold steady in 2020, with projections for exempt, non-management employees at three and one tenths percent (3.1%), management employees at three and one tenths percent (3.1%), non-exempt hourly employees at three percent (3.0%) and non-exempt salaried employees at two and nine tenths percent (2.9%).</p> <p>Supporting data may be found at <a href="http://www.willistowerswatson.com">www.willistowerswatson.com</a>.</p>
<b>Aon:</b>  (United States participating member)	<p>The Aon U.S. Salary Increase Survey of 1,062 U.S. companies indicates that organizations plan on providing a three and two tenths percent (3.2 %) salary increase across all industries for 2020.</p> <p>Supporting data may be found at <a href="http://www.aon.com">www.aon.com</a>.</p>
<b>Salary.com:</b>	<p>Salary.com is the leading 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 that the median annual salary increase will remain at three percent (3.0%) across all industries for 2020.</p> <p>Supporting data may be found at <a href="http://www.salary.com">www.salary.com</a>.</p>
<b>United States Bureau of Labor Statistics:</b>	<p>The Bureau of Labor Statistics (BLS) 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</p>

	<p>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.</p> <p>Supporting data may be found at <a href="http://www.bls.gov">www.bls.gov</a>.</p>
<b>New Mexico Department of Workforce Solutions:</b>	<p>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.</p> <p>Supporting data may be found at <a href="http://www.dws.state.nm.us">www.dws.state.nm.us</a>.</p>

## Appendix B – Legislative Fiscal Year Increase in Detail

Date	Legislative Increase	Other	General Fund Appropriation
7/1/2020	1.00%	The Legislature appropriated one million seven hundred thousand dollars to the Department of Finance and Administration (DFA) to distribute to executive, legislative and judicial agencies to provide a one percent (1%) salary increase for State employees earning less than fifty thousand dollars (\$50,000) per year on a full-time equivalent basis.	\$1,700,000
7/1/2019	4.00%	The Legislature appropriated twenty-one million six hundred eleven thousand two hundred dollars to provide incumbents in agencies governed by the State Personnel Act, the New Mexico state police career pay system, attorney general employees, workers' compensation judges and executive exempt employees with an average salary increase of four percent (4%).	\$21,611,200
7/1/2018	2.00%	The Legislature appropriated from the general fund to DFA 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.	\$12,600,000
	1.00%	The Legislature appropriated from the general fund to DFA one hundred two thousand eight hundred dollars to provide an additional 1% salary increase to employees in budgeted positions earning less than twenty-five thousand dollars (\$25,000) per year on a full time equivalent basis.	\$102,800
7/1/2017	0.00%	□	-
7/1/2016	0.00%	The Legislature appropriated four-and-one-half million dollars (\$4,500,000) to the Corrections Department specifically to "...implement an occupation-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%	<ul style="list-style-type: none"> <li>The Legislature appropriated fifteen million nine hundred seventy-three thousand nine hundred sixty-eight dollars (\$15,973,968) from the general fund to provide a three percent (3%) salary increase effective the first full pay period after 7/1/2013 for both union and 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.</li> <li>An additional two million dollars (\$2,000,000) was appropriated from the general fund for salary adjustments in specific classified job classifications to be identified by SPO and DFA.</li> </ul>	\$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%	<ul style="list-style-type: none"> <li>Bring 86 employees to \$7.50/hr.</li> <li>5% to MTD/SID Officers at DPS "in lieu" of FY08 pay package.</li> <li>Additional 5% to Adult Correctional Officers and Public Defender Attorneys.</li> <li>Additional 4% to Probation/Parole Officers, Librarian, Librarian Asst., Librarian Tech., Livestock/Meat Inspector, Dispatcher, Security Guard, Forensic Scientist O &amp; A roles, Highway Maintainers, Civil Engineering Tech. Also HSD FAA's, &amp; CSLA. DOH Chemist; Microbiologist; Life, Physical &amp; Social Science Tech. and Medical Scientist-Except Epidemiologist.</li> </ul>	\$29,661,100
7/1/2006	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%	<ul style="list-style-type: none"> <li>Public Defender Attorneys – 1.75% + an additional 3.25% = 5.0%</li> <li>Commissioned Officers at DPS = 5.0%. This includes MTD &amp; SID Commissioned Officers.</li> </ul>	\$11,408,100



Date	Legislative Increase	Other	General Fund Appropriation
		<ul style="list-style-type: none"> <li>• Adult Probation &amp; Parole Officers at the Department of Corrections 3.25% then the 1.75% General Salary Increase on top of the 3.25%</li> <li>• MVD Clerks at the Taxation &amp; Revenue Department. \$585,000 given directly to agency in expansion request to bring clerks to 85% Compa-ratio</li> <li>• Game and Fish Department: \$1,250,000 given to provide internal salary increases to Conservation Officers and other agency staff. Worked with department to develop internal pay plan.</li> </ul>	
7/1/2004	2.00%		\$9,100,600
7/1/2003	3.10%		\$5,810,000

\*Full cost includes state paid benefits.

## Appendix C – 2020 Year Comparator Market Average Classified Salary

Year	8 State Comparator Market 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%
2019	\$49,270	\$48,298	-2.0%
2020	\$52,863	\$50,502	-4.6%

## Appendix D – Classified Service Salary Structure

ARCHITECT CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
AA	\$51,359	\$66,767	\$82,174	60%
AB	\$58,406	\$75,928	\$93,450	60%
AC	\$78,399	\$101,919	\$125,438	60%

ATTORNEY SALARY SCHEDULE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
LE	\$51,860	\$67,418	\$82,976	60%
LF	\$56,041	\$72,853	\$89,666	60%
LG	\$60,738	\$78,959	\$97,181	60%
LH	\$66,338	\$86,240	\$106,141	60%
LI	\$71,084	\$92,409	\$113,734	60%
LJ	\$75,862	\$98,620	\$121,379	60%
LK	\$83,158	\$108,105	\$133,053	60%

CLASSIFIED SERVICE SALARY SCHEDULE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
25	\$16,176	\$23,391	\$30,605	89%
30	\$17,258	\$24,770	\$32,281	87%
35	\$18,711	\$26,448	\$34,185	83%
40	\$20,447	\$28,457	\$36,467	78%
45	\$22,516	\$30,847	\$39,178	74%
50	\$24,980	\$34,222	\$43,465	74%
55	\$27,832	\$38,130	\$48,428	74%
60	\$30,518	\$41,809	\$53,101	74%
65	\$33,720	\$46,197	\$58,673	74%
70	\$37,538	\$51,427	\$65,316	74%
75	\$42,088	\$57,660	\$73,233	74%
80	\$47,510	\$65,089	\$82,667	74%
85	\$53,976	\$73,947	\$93,918	74%
90	\$61,673	\$84,492	\$107,311	74%
95	\$70,869	\$97,090	\$123,312	74%
96	\$81,823	\$112,098	\$142,372	74%
97	\$94,883	\$129,990	\$165,096	74%
98	\$110,436	\$151,298	\$192,159	74%
99	\$207,761	\$284,633	\$361,504	74%

CORRECTIONS CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
CA	\$30,303	\$36,363	\$42,424	40%
CB	\$36,223	\$43,468	\$50,712	40%
CC	\$40,121	\$48,145	\$56,169	40%
CD	\$44,184	\$53,021	\$61,858	40%
CE	\$48,450	\$58,140	\$67,830	40%
CF	\$52,533	\$63,039	\$73,546	40%
CG	\$56,008	\$67,209	\$78,411	40%
CH	\$61,156	\$73,387	\$85,618	40%
CI	\$65,587	\$78,704	\$91,822	40%
CJ	\$70,129	\$84,155	\$98,181	40%
CK	\$77,429	\$92,915	\$108,401	40%
CL	\$86,310	\$103,572	\$120,834	40%
CM	\$96,497	\$115,796	\$135,096	40%

ENGINEER, SURVEYOR AND WATER RESOURCE CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
EA	\$28,405	\$36,926	\$45,448	60%
EB	\$31,516	\$40,971	\$50,426	60%
EC	\$35,435	\$46,066	\$56,696	60%
ED	\$40,402	\$52,522	\$64,643	60%
EE	\$47,199	\$61,359	\$75,518	60%
EF	\$56,792	\$73,830	\$90,867	60%
EG	\$63,198	\$82,158	\$101,117	60%
EH	\$70,155	\$91,201	\$112,248	60%
EI	\$77,875	\$101,238	\$124,600	60%
EJ	\$84,881	\$110,345	\$135,810	60%
EK	\$92,518	\$120,274	\$148,029	60%

IT CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
IA	\$30,754	\$41,057	\$51,359	67%
IB	\$35,894	\$47,919	\$59,943	67%
IC	\$42,276	\$56,438	\$70,601	67%
ID	\$47,622	\$63,576	\$79,529	67%
IE	\$53,327	\$71,191	\$89,056	67%
IF	\$60,351	\$80,568	\$100,786	67%

IT CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
IG	\$70,551	\$94,186	\$117,820	67%
IH	\$82,736	\$110,453	\$138,169	67%
II	\$91,098	\$121,616	\$152,134	67%
IJ	\$101,063	\$134,919	\$168,775	67%
IK	\$112,957	\$150,797	\$188,638	67%

SOCIAL SERVICES SALARY SCHEDULE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
SD	\$34,827	\$45,275	\$55,723	60%
SE	\$39,537	\$51,398	\$63,259	60%
SF	\$44,445	\$57,779	\$71,112	60%
SG	\$51,867	\$67,427	\$82,987	60%
SH	\$61,935	\$80,515	\$99,096	60%
SI	\$68,523	\$89,080	\$109,637	60%

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## Appendix E – Average Salary Data by Agency

Agency	Average Annual Rate	Average Compa-Ratio	Employee Count
Livestock Board	\$45,824	95%	66
New Mexico Corrections Dept	\$45,950	95%	1,892
Dept of Workforce Solutions	\$43,964	95%	442
Ofc of the State Engineer	\$64,889	96%	254
Human Services Department	\$47,635	97%	1,646
Adult Parole Board	\$41,552	98%	4
State Auditor	\$62,412	99%	24
Miners Colfax Medical Center	\$68,459	100%	210
Governor's Comm. on Disability	\$54,875	100%	11
Aging & Long-Term Services Dept	\$53,920	101%	184
Commission of Public Records	\$51,773	101%	27
Office of African Amer Affairs	\$44,738	101%	4
Dept of Information Technology	\$70,148	102%	131
Office of Natural Resc Trustee	\$75,382	102%	3
Commission for the Blind	\$45,856	102%	53
Prof Engineers & Lnd Srvys Brd	\$47,551	103%	5
Workers Compensation Admin	\$48,933	103%	100
Dev Disabilities Plan Council	\$48,497	103%	17
Public Regulation Commission	\$58,785	104%	115
Enrgy, Minrls & Ntrl Rsrcs Dept	\$52,148	104%	375
Children, Youth & Families Dept	\$52,029	104%	1,720
Youth Conservation Corps	\$61,829	105%	2
Com for Deaf/Hard of Hearing	\$49,764	105%	11
Department of Cultural Affairs	\$45,550	105%	412
Taxation & Revenue Department	\$47,594	105%	806
Tourism Department	\$49,736	105%	41
Department of Transportation	\$49,142	105%	2,099
Crime Victims Reparation Comm	\$54,183	106%	21
Department of Environment	\$61,143	106%	510
Administrative Hearings Office	\$74,129	106%	14
Department of Veteran Services	\$47,658	107%	50
Border Development Authority	\$51,873	107%	2
Public Education Department	\$65,852	107%	221
Department of Ethics	\$61,685	107%	1
Department of Early Childhood	\$49,908	107%	220
Economic Development Department	\$60,723	107%	37
Department of Health	\$49,542	107%	3,168

<b>Department of Public Safety</b>	\$48,161	107%	357
<b>Board of Nursing</b>	\$53,282	108%	21
<b>Veterinary Examiners Board</b>	\$30,125	108%	2
<b>State Investment Council</b>	\$77,690	108%	15
<b>Dept of Vocational Rehab.</b>	\$51,464	108%	248
<b>Secretary of State</b>	\$52,350	109%	38
<b>Regulation &amp; Licensing Dept</b>	\$54,462	109%	245
<b>Retiree Health Care Authority</b>	\$52,856	109%	20
<b>Educational Retirement Board</b>	\$55,933	110%	51
<b>Military Affairs</b>	\$46,723	110%	114
<b>Superintendent of Insurance</b>	\$62,872	110%	73
<b>State Land Office</b>	\$61,268	110%	146
<b>Department of Finance &amp; Admnst</b>	\$64,847	111%	110
<b>EXPO New Mexico</b>	\$55,467	111%	14
<b>Architect Examiners Board</b>	\$43,018	111%	3
<b>SpacePort Authority</b>	\$72,021	111%	16
<b>State Racing Commission</b>	\$57,690	112%	7
<b>Medical Examiners Board</b>	\$51,747	112%	14
<b>General Services Department</b>	\$51,071	112%	247
<b>Department of Game &amp; Fish</b>	\$55,651	112%	274
<b>Public Employee Retirement Assoc</b>	\$58,453	112%	68
<b>Higher Education Department</b>	\$68,692	114%	31
<b>State Treasurer</b>	\$73,284	114%	20
<b>Gaming Control Board</b>	\$57,336	114%	38
<b>Homeland Security &amp; Emgncy Mgt</b>	\$58,325	115%	47
<b>NM Education Trust Board</b>	\$66,517	115%	1
<b>State Personnel Board</b>	\$67,448	116%	25
<b>Department of Indian Affairs</b>	\$59,720	116%	9
<b>Public School Insurance Auth</b>	\$61,704	120%	7
<b>Grand Total</b>	<b>\$50,903</b>	<b>103%</b>	<b>17,159</b>

## Appendix F – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts to Pay 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	90	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	95	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
K10802	CERTIFIED NURSE MIDWIFE	90	70
K10801	CERTIFIED NURSE PRACTITIONER	90	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

Job Code	Classification Title	Pay Band	Reverts to Pay Band
E3022A	CIVIL ENGINEERING TECHNICIAN-NL-A	60	55
E3022O	CIVIL ENGINEERING TECHNICIAN-NL-O	55	50
K10803	CLINICAL NURSE SPECIALIST	90	70
K10661	CLINICAL PSYCHOLOGIST I	85	75
K10662	CLINICAL PSYCHOLOGIST II	90	80
T4011S	CONSTRUCTION & BLDG INSPECTOR AREA CHIEF	70	65
T40112	CONSTRUCTION & BLDG INSPECTOR MULTI CERT	65	60
T40111	CONSTRUCTION & BLDG INSPECTOR SINGLE 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
X60400	DIRECTOR OF NURSING	95	90
X45033	DPS EMERGENCY COMMUNICATIONS MANAGER	90	80
Q20102	ECONOMIC DEVELOPMENT PROGRAM COORD	80	70
Q20101	ECONOMIC DEVELOPMENT REPRESENTATIVE	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



Job Code	Classification Title	Pay Band	Reverts to Pay Band
M40101	EMERGENCY MANAGEMENT SPECIALIST	65	60
E3000S	ENGINEER SPECIALIST, ALL OTHER-NL SUPV	85	80
E3000A	ENGINEER SPECIALIST, ALL OTHER-NL-A	80	75
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
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

Job Code	Classification Title	Pay Band	Reverts to Pay Band
X70650	GENERAL II - PHYSICIAN	98	95
X70600	GENERAL II - PSYCHIATRY	98	95
F2042S	GEOSCIENTIST,XCPT HYDROLOGIST & GEOGRAPHER SUPV	80	75
F2042A	GEOSCIENTIST,XCPT HYDROLOGIST & GEOGRAPHER-A	75	70
F2042B	GEOSCIENTIST,XCPT HYDROLOGST & GEOGRAPHER-B	65	60
F2042O	GEOSCIENTIST,XCPT HYDROLOGIST & GEOGRAPHER-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
X3079S	IT COMMUNICATIONS MANAGER - DHSEM	85	75
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

Job Code	Classification Title	Pay Band	Reverts to Pay Band
I40210	LIBRARIAN-O	65	60
I40215	LIBRARIAN-SUPV	75	70
R4121A	LIBRARY ASSISTANT, CLERICAL-A	35	30
R41210	LIBRARY ASSISTANT, CLERICAL-O	30	25
K2061S	LICENSED PRACTICAL & LICENSED VOC NRS SUPV	65	55
K2061A	LICENSED PRACTICAL & LICENSED VOC NRS-A	60	50
K2061B	LICENSED PRACTICAL & LICENSED VOC NRS-B	50	40
K20610	LICENSED PRACTICAL & LICENSED VOC NRS-O	55	45
X10100	LINE I - DENTAL	95	65
X10125	LINE I - ECONOMICS	70	65
X10150	LINE I - ENGINEERING	70	65
X10200	LINE I - ENVIRONMENTAL SCIENCE	70	65
X10250	LINE I - FORENSIC SCIENCE	80	65
X10300	LINE I - HOSPITAL ADMINISTRATION	80	65
X10700	LINE I - MTD/SID	75	65
X10400	LINE I - NURSING	80	65
X10450	LINE I - NUTRITION/DIETITIAN	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
X20150	LINE II - ENGINEERING	75	70
X20200	LINE II - ENVIRONMENTAL SCIENCE	75	70
X20250	LINE II - FORENSIC SCIENCE	80	70
X20300	LINE II - HOSPITAL ADMINISTRATION	85	70
X20700	LINE II - MTD/SID	80	70
X20400	LINE II - NURSING	85	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

Job Code	Classification Title	Pay Band	Reverts to Pay Band
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
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
L1012S	NURSING AIDE, ORDERLIES, & ATTENDANT SUPV	45	55
L1012A	NURSING AIDE, ORDERLIES, & ATTENDANT-A	40	50
L1012B	NURSING AIDE, ORDERLIES, & ATTENDANT-B	30	40
L1012O	NURSING AIDE, ORDERLIES, & ATTENDANT-O	35	45
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

Job Code	Classification Title	Pay Band	Reverts to Pay Band
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 II	75	65
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	85	70
K1111A	REGISTERED NURSE-A	80	65
K1111B	REGISTERED NURSE-B	70	55
K1111O	REGISTERED NURSE-O	75	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

Job Code	Classification Title	Pay Band	Reverts to Pay Band
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
E4049S	SPACEPORT AEROSPACE ENGINEER	90	75
Q40401	SPACEPORT AMERICA SALES AGENT	80	65
W2049S	SPACEPORT FLIGHT CONTROL SPECIALIST	80	65
X4049S	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
X3012S	STAFF - ECONOMICS	80	75
X30200	STAFF - ENVIRONMENTAL SCIENCE	80	75
X302S0	STAFF - FORENSIC SCIENCE	85	75
X30300	STAFF - HOSPITAL ADMINISTRATION	90	75
X30700	STAFF - MTD/SID	85	75
X30400	STAFF - NURSING	85	75
X304S0	STAFF - NUTRITION/DIETITIAN	80	75
X30S00	STAFF - OT/PT/SLP	90	75
X30S50	STAFF - PHARMACY	95	75
X306S0	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
X702S0	STATE SCIENTIFIC LABORATORY DIRECTOR	96	90
M33011	STIU INVESTIGATOR	70	65
C20131	TAX AUDITOR I	60	55
C20132	TAX AUDITOR II	65	60

Job Code	Classification Title	Pay Band	Reverts to Pay Band
<b>C20133</b>	TAX AUDITOR III	70	65
<b>C20134</b>	TAX AUDITOR IV	75	70
<b>C20135</b>	TAX AUDITOR SUPV	80	75
<b>K1131A</b>	VETERINARIAN-A	85	80
<b>K1131B</b>	VETERINARIAN-B	75	70
<b>K1131O</b>	VETERINARIAN-O	80	75
<b>B2033</b>	WILDFIRE PREVENTION & CONSERVATION COORD	70	65
<b>C10321</b>	WORKERS' COMPENSATION ADJUSTER I	70	60
<b>C10322</b>	WORKERS' COMPENSATION ADJUSTER II	75	65

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## Appendix G – General Classification Framework

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



• Janitorial
<b>Healthcare</b>
• 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
<b>Information Technology</b>
• 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
<b>Skilled Trades and Labor</b>
• 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
<b>Legal</b>
• Administrative Law and Hearings Services
• Arbitration, Mediation and Conciliatory Services
• Lawyer

• Legal Support
• Paralegal
• Public Defense
• Title Examination, Abstraction and Investigation
<b>Office and Administrative Support</b>
• Customer Service
• Office and Administrative Support
• State Government Interns and Aides
• Secretary
• Storekeeping
<b>Corrections</b>
• Correctional Officers
• Correctional Officer Specialists
• Correctional Managers
<b>Public Safety and Security</b>
• 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
<b>Human Resources</b>
• Classification & Compensation
• HR Process Analyst
• Labor Relations
• Recruitment
• Training
<b>Transportation and Materials Moving</b>
• Flight Control
• Highway Maintenance
• School Bus Transportation
• Traffic Technician
• Transportation Inspection
• Airplane Pilot
<b>Life and Physical Sciences and Technical</b>
• Anthropology and Archeology
• Chemistry
• Economics
• Environmental Science

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

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