

2014 Classified Service Compensation Report



State of New Mexico

State Personnel Board

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Purpose of Report

The State Personnel Board (SPB) Rules¹ require the SPB to annually adopt and submit a compensation report to the Governor and the Legislative Finance Committee (LFC) that details the results of the State of New Mexico's (State) annual compensation survey, and provides a review of the State's total compensation structure. This shall serve as the official report.

This report conveys the economic and pay trends, findings, and data derived from the compensation and benefits surveys analyzed by the State Personnel Office (SPO). This data is analyzed in order to illustrate the salary ranges, rates, average salaries, and benefits for state classifications in the eight state comparator labor market. The report also summarizes key findings and comparative data showing the relationship of the State's wages and compensation programs to those of the eight state comparator labor market. Additionally, it presents data on State employee demographics, the use of available pay mechanisms, and industry accepted workforce metrics for the enhancement of the classified service pay system.

Personnel Act & Compensation Philosophy

Personnel Act

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

Compensation Philosophy

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

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

¹ Subsection E of 1.7.4.8 NMAC

² §10-9-2 NMSA 1978

Executive Summary

The classified service workforce consists of over 18,000 employees within 68 executive agencies. The State recognizes that its employees are its most valuable asset, and that these employees are critical to providing services to all New Mexicans. Employment with New Mexico state government represents a career in public service, and an opportunity to deliver excellence, accountability, and efficiency.

Both private and public employers seek to attract and retain qualified and dedicated employees to translate business strategy into success. Accordingly, it is critical to have a sound compensation program that is externally competitive. As the economy continues to recover, pressure is being experienced as other private and public sector organizations are competing for the same workers that the State is trying to attract and retain. Thus, SPO has worked hard over the past year to develop 12 new pay lines to address market pricing issues, and SPO created a cleaner classification system to help recruit new employees.

Classified Employee Pay and Salary Structure Versus Market

The State strives to pay a competitive public sector salary while remaining fiscally responsible. This approach has allowed the State to compete with both private and public employers in the region. Currently, the State's annual classified employee average base salary is \$43,576. When compared to the primary eight state comparator³ market for public sector employees, New Mexico ranks sixth; however, when comparing total compensation (salary plus benefits) among the comparator market, New Mexico ranks fourth (4th). Both of these rankings indicate that New Mexico is maintaining its goal of being the average payer within the region. Regardless, a detailed analysis and comparison of specific classification levels shows New Mexico to be at market for most general classifications, but further behind actual market averages in many hard to recruit and retain classifications, for critical occupations such as Corrections, Information Technology, and Healthcare. In some cases, the average salary levels for selected benchmark classifications in these occupations, impact the State's ability to attract, retain, engage, motivate, and reward qualified employees.

In 2001, the State's pay band width was expanded to 78% wide, to allow employees the ability to laterally move (be promoted) in pay, as skills increased, rather than having to be promoted on a vertically designed pay structure. In FY14, SPO narrowed the pay band width to 74%, in an effort to bring the State classified service band width closer to the industry standard of 50%. The Governor, working with the Legislature, addressed this matter by having vacancies budgeted at midpoint rather than entry. The in the pay band width has already resulted in a positive impact on filling vacant positions.

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

- Establishing and maintaining competitive position in the marketplace,
- Attracting and retaining high quality employees, and

³ National Compensation Association of State Governments Salary Survey (NCASG)

- Addressing the need for a salary structure adjustment, that may occur when funding becomes available.

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

Overuse of Alternative Pay Bands

Currently, over 32% of the State's job classifications are assigned to Alternative Pay Bands (APB). APBs are being utilized in response to the State's inability to adjust and maintain a current salary structure. The increased number of APBs is an indicator that the state's classified service salary structure has not been maintained and requires further attention.

APBs were originally designed to only be used only on an exception basis to address compensation issues related to recruitment and retention that could not normally be handled within the general base salary structure. A job that is evaluated and assigned to range levels appropriately captures and maintains internal equity to other similar sized jobs within the classified service. When external forces of demand exceed the supply of the labor market, pressure is placed on the State's compensation structure. This market pressure has impacted the State's ability to attract and retain well qualified applicants, resulting in the SPB "temporarily" assigning job classifications to higher pay bands.

Absent ongoing maintenance and adjustments to the State's compensation structure, New Mexico will continue to experience challenges each year in its ability to competitively recruit and retain employees, especially in critical occupations. Proposed changes to the State's compensation structure in FY16 will provide needed relief to these market pressures.

Total Compensation Components Unbalanced

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

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

Health insurance costs make up a significant portion of indirect benefit costs, and are a recruiting factor for the State. Nationally, employers, including New Mexico, are beginning to more effectively manage benefits to maximize the return on investment to both the organization and to its workforce. As an example, an increasing number of organizations are paying 100% of coverage for the employee, while requiring employees to pick up a greater portion, if not all, of dependent coverage. Accordingly, the State should continue its efforts to review and manage its healthcare plan design, utilization rates, and to implement cost-management strategies that both mitigate contribution increases, and improve the overall health and well-being of employees.

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

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

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

Compa-Ratios Vary Significantly

Compa-ratio⁴ is a position within a pay range relative to the midpoint of a pay range, and is an industry standard measurement of a compensation plan. (See page 27)

When evaluated by individual agencies:

- The average compa-ratio throughout the state ranges from 88% to 123%,
- 15 executive agencies have an average compa-ratio of less than 100%; and,
- Nine executive agencies have an average compa-ratio of over 110%.

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

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

Implement Variable Pay-for-Performance Reward System

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

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

⁴ Salary as a percentage of pay mid-points

Classification System Changes

In 2001⁵, the State revised the classification and compensation system resulting in a 27% reduction in the number of job classifications from 1,200 to 867. This project, included:

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

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

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

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

SPO has developed a new market-focused Classification and Compensation System that has created job specific classifications, which give the State the ability to deliver targeted, market-driven pay increases. The new system delivers 12 new pay lines that capture different families of work, and that allow for targeted, well-planned increases to be delivered, easing market tensions and bringing New Mexico closer to the comparative market. (See page 24).

System Maintenance Costs

In a joint effort with both the LFC and DFA, a methodology was developed to ensure the cost of a 1% salary increase for classified and exempt employees for a full year. Cost of In-Range Salary Adjustments for a Full Fiscal Year is based on actual classified and exempt employee salaries:

Cost of In-Range Salary Adjustments for a Full Fiscal Year	
Percent of Actual Salary Adjustment	Full Cost (millions)
1%	\$5,585.0

⁵ NM.HR.2001

Salary Surveys & Data Sources

Annual Salary Survey Purpose

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

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

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

National Compensation Association of State Governments Salary Survey

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

In 2014, 34 state governments participated in NCASG's annual survey, representing 681,000 public sector employees. In 2014, New Mexico identified job matches for 232 of the 237 benchmark classifications in the survey. Also, 151 core benchmark classifications were used in the analysis contained in this report.

Total Compensation

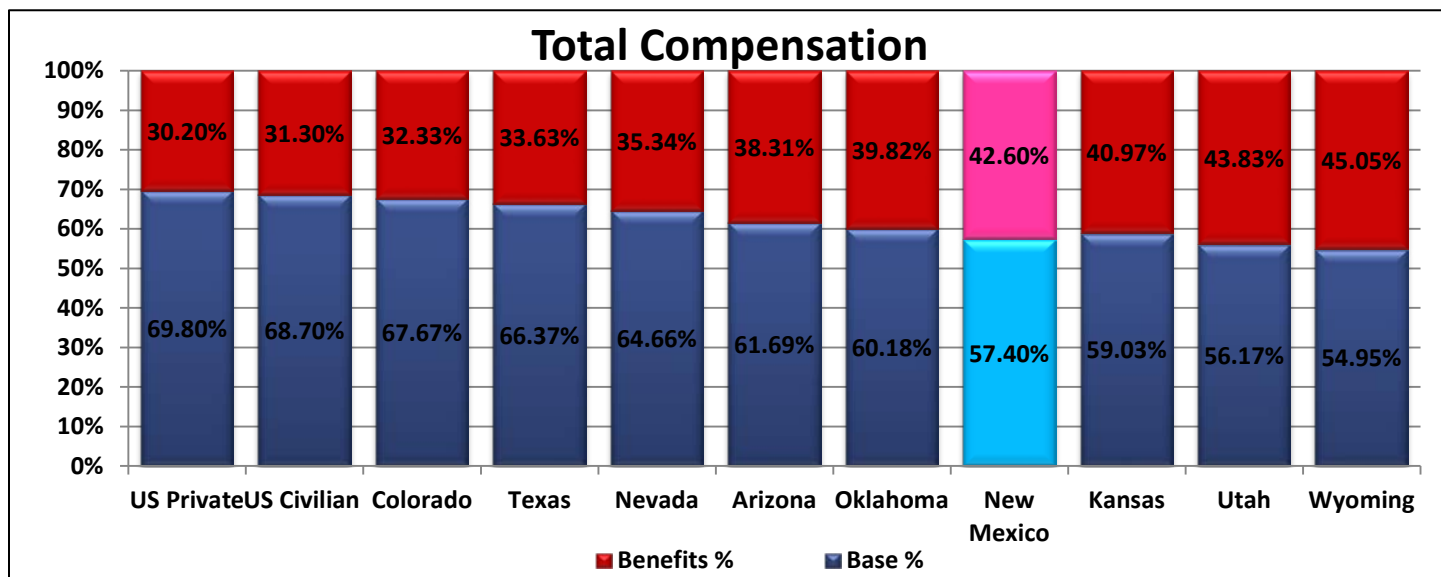
The U.S. Bureau of Labor Statistics defines total compensation as "the complete reward/recognition package for employees, including all forms of money, benefits, perquisites, services and in-kind payments."

The State of New Mexico provides a competitive employee benefit package that includes: Employer-paid medical insurance contributions, pension (retirement) contributions, paid leave allowances for vacation days, sick days, and paid holidays. Additionally, State employees may take advantage of a Section 457, Deferred Compensation Plan that allows for contributions to a tax-deferred savings program that can be used to supplement their retirement plan.

Table 1

Eight – State Comparator Market Total Compensation Ranking	
Wyoming	\$89,563
Utah	\$82,951
Colorado	\$79,457
New Mexico	\$73,227
Nevada	\$73,021
Arizona	\$71,051
Kansas	\$63,250
Oklahoma	\$62,643
Texas	\$60,871

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



Eight State Comparator Market

When compared to the eight state comparator salary market, Table 1 shows that New Mexico ranks fourth (4th). In 2000, the HayGroup reviewed the benefits offered by the State and ranked the benefit package at the median level, or slightly above the average benefit package of the comparator market. New Mexico participates in an annual total compensation survey with the results continuing to support this ranking. (See Table 6). Increases to both salary and benefits have resulted in significant growth in total compensation for these states.

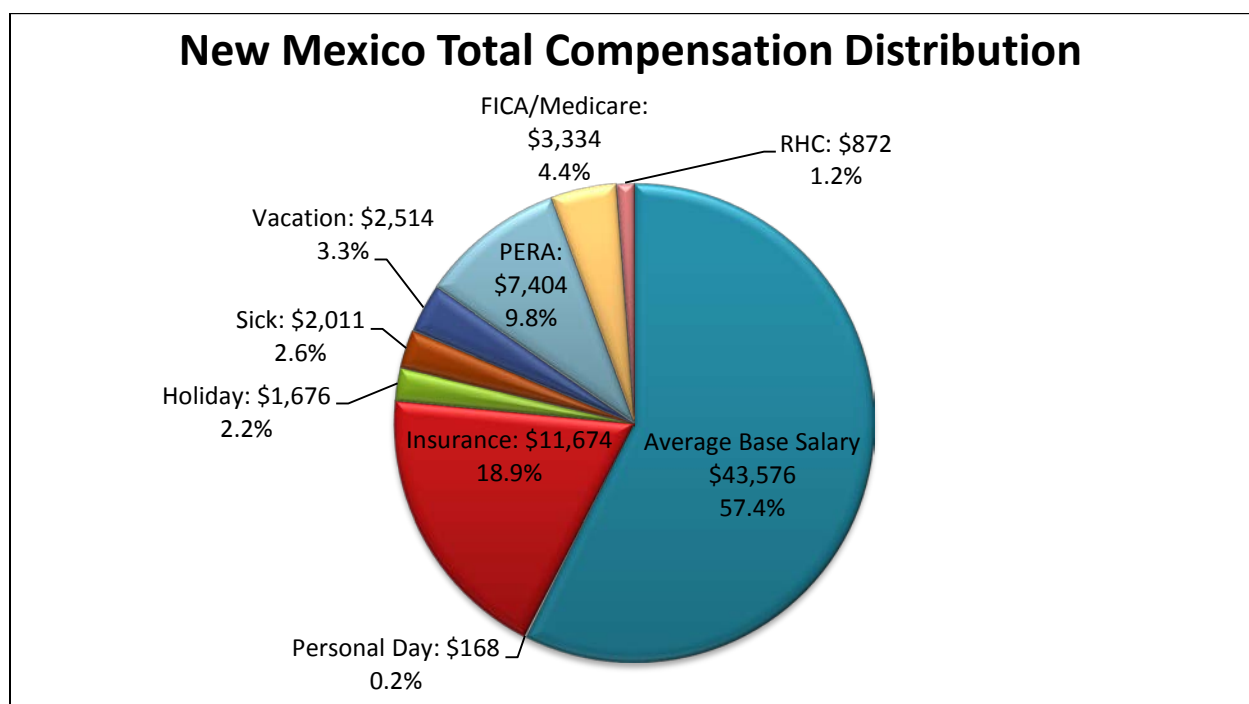
Total Classified Compensation Calculation Sample

Table 2 and Chart 1 provide a typical breakdown of New Mexico's total compensation components for classified employees. The 2014 average base salary is \$43,576. This amount is 57.4% of total compensation. The remaining employer sponsored indirect components of total compensation (mandated benefits, insurance, and paid time off) is valued on average at \$29,653, or 42.6% of total compensation, resulting in a total compensation annual amount of \$73,229.

Table 2

Average Base Salary:		\$43,576	57.4%
Employer Sponsored Benefits:			
FICA/Medicare	(6.2% / 1.45% of gross salary)	\$3,334	4.4%
PERA	(16.99% of gross salary)	\$7,404	9.8%
RHC	(2.0 % of gross salary)	\$872	1.2%
Vacation	(120 hours per year)	\$2,514	3.3%
Sick	(96 hours per year)	\$2,011	2.6%
Holiday	(80 hours per year)	\$1,676	2.2%
Insurance	(less than \$50,000)	\$11,674	18.9%
Personal Day	(8 hours per year)	\$168	0.2%
Total Benefits		\$29,653	42.6%
Total Compensation (Salary + Benefits):		\$73,229	100%

Chart 1



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

Employer Costs for Employee Compensation vs. New Mexico

A breakdown of total compensation components in New Mexico compared to national trends for civilian workers, private industry, and state and local government is shown in Table 3. These costs are derived from the National Compensation Survey conducted by the U.S. Bureau of Labor Statistics, and published in the monthly Employer Cost for Employee Compensation (ECEC) report. Once average total compensation is derived, the various components can be

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

calculated as a percentage of total compensation. This calculation allows for comparisons to be made between the State of New Mexico and national trends.

In general, the balance between direct compensation (wages and salaries) and indirect compensation (benefits, paid time-off, and retirement) for the State is noticeably different than any of the other three groups. Wages and salaries only account for 57.4% of total compensation, as compared to approximately

64.5% for state and local governments nationally.

Table 3 demonstrates how New Mexico's salaries and benefits compare nationally to other state and local governments and the private sector. The ratio of the State's indirect compensation (benefits) when compared to base salary is significantly higher than other state and local governments by 6.6%. Again, indirect compensation is significant because it is a contributing factor in the State's ability to attract and retain qualified employees.

While the survey indicates that the amount of leave (paid time-off) provided by the State is 1.1% greater than the national civilian worker average, the percentage of insurance (medical, dental, vision, etc.) coverage paid by the State is 11.1% 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 cover a greater percentage of their benefits through increased premium rates, higher co-pays, higher yearly deductibles, and by only providing coverage for spouses or dependents who are employed elsewhere, but their employers do not provide health insurance. These measures pass a greater cost onto 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, than if the employer is bearing most of the cost.

Table 3

Compensation Component	Civilian Workers (includes private industry and state/local government establishments)	Private Industry (excludes agricultural establishments, private households and the self- employed)	State & Local Government (Excludes Federal employees)	State of New Mexico
Wages and salaries	68.7%	69.8%	64.5%	57.4%
Benefits	31.3%	30.2%	36.0%	42.6%
Paid leave	7.0%	6.9%	7.3%	8.1%
Supplemental pay	2.4%	2.8%	0.8%	0.2%
Insurance	9.0%	8.3%	12.0%	20.1%
Health	8.6%	7.8%	11.7%	18.9%
Retirement and savings	5.2%	4.1%	9.9%	9.8%
Defined benefit	3.3%	1.9%	9.0%	9.8%
Defined contribution	1.9%	2.2%	0.8%	-
Legally required	7.7%	8.1%	5.9%	4.4%

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

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

National Trends

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

SPO's research indicates that most organizations plan to provide merit increases of approximately 3% in FY15. Survey sources indicate that organizations as a whole, across all industries, plan on providing increases that range from 2% to 4.5%. (See Table 4). See Appendix A for comprehensive data resources.

WorldatWork data based on survey responses from all US regions and industries indicates that US employers plan on providing an average 3% general salary increase.

In the Major Industry Grouping subset of WorldatWork data, Public Administration Sector employers predict an average general increase of 2.5% in 2015, the same as 2014.

SPO's research indicates that most organizations plan to provide merit increases of approximately 3% in FY14.

The Social Security Administration announced that it will provide a 1.7% cost of living adjustment (COLA) to Social Security and Supplemental Security Income benefits for more than 58 million Americans.

Table 4 Industry Related Trends & Data Sources	
WorldatWork	3.1%
WorldatWork Public Administration	2.5%
HayGroup	3.0%
Mercer	3.0%
Towers Watson Data Services	3.0%
Aon Hewitt	3.0%
BLR	2.7%
Integrated Healthcare Strategies	3.0%
Bloomberg BNA	2.0%
Buck Consultants	3.0%
The Conference Board	3.0%
Culpepper	3.0%
Payscale	4.5%
Empsight International LLC	3.0%
Social Security Administration	1.7%

Economic Data

Employment Cost Index (ECI)

The ECI measures changes in compensation costs, including wages, salaries, and employer costs for employee benefits. Annual compensation costs for civilian workers increased 2.2% for the year that ended September 2014 (Table 5).

Annual compensation costs for state and local government workers increased 2.1% for the year that ended September 2014. This percentage is up from 1.7% for the year that ended September 2013.

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

The CPI is the most widely cited index number for a price level that may be used as an indicator of the cost of living, compiled by the Bureau of Labor Statistics of the US Department of Labor. It is an indicator of the changing purchasing power of the dollar. Specifically, CPI measures the price changes of items in a fixed “market basket” of goods and services purchased by a hypothetical average family.

The CPI-U, which covers 89% of the population of the United States, increased 1.7% for the 12 prior months that ended August 2014. (See Graph 2). The September 2014 index of 238.031 is up from 234.149 in the 12 months that ended September 2013. This index is not seasonally adjusted (1982-84 = 100). Supporting data may be found at www.bls.gov.

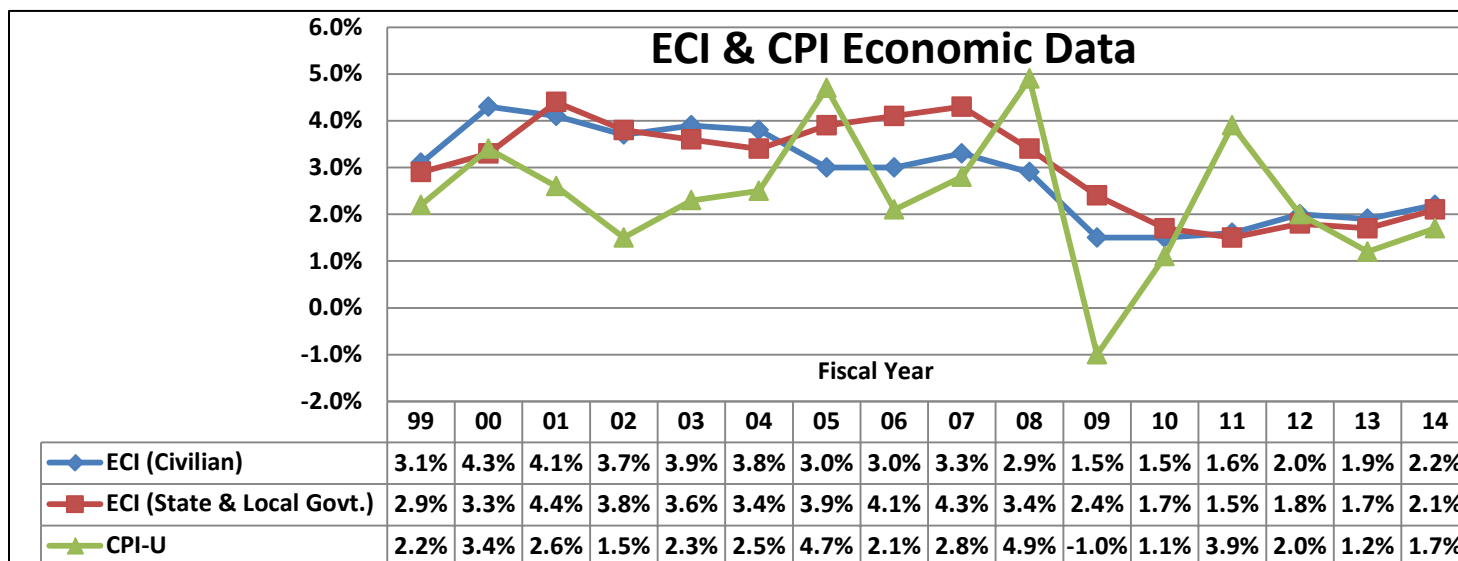
Over the past 13 years, New Mexico has not kept pace with salary increases when compared to either the CPI-U, or the WorldatWork indicators, nor has there been any correlation between salary increases and economic or market trends. The lack of correlation is explained by the fact that funding to provide salary increases to State employees has not been appropriated for several years. (See Graph 2).

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

Table 5

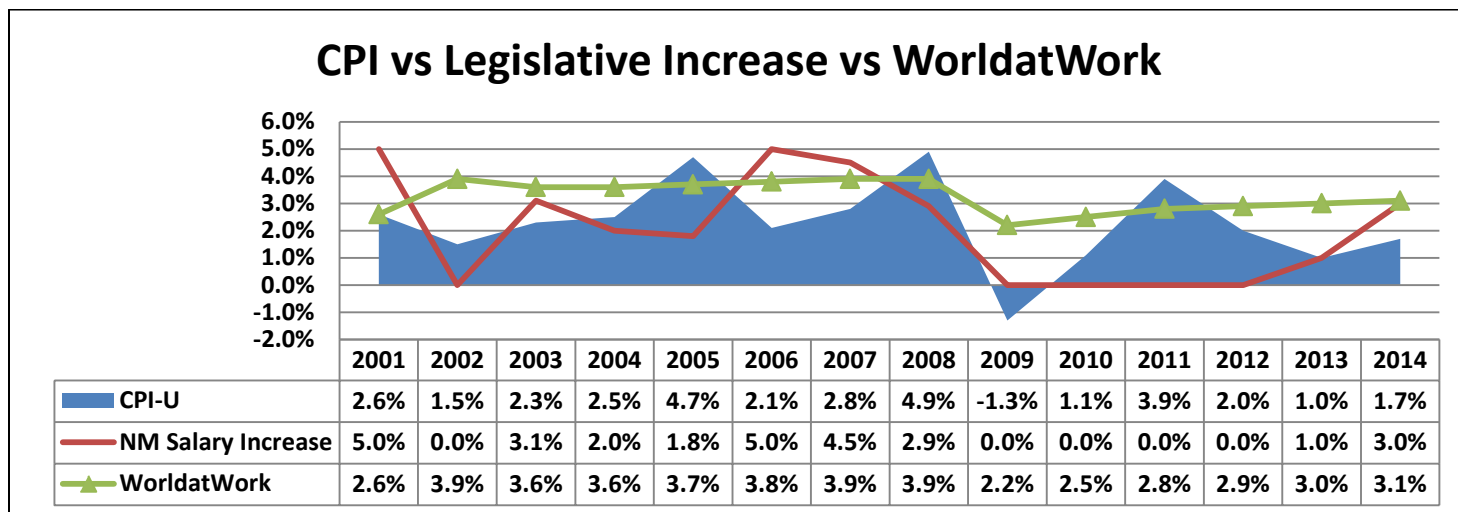
ECI & CPI Economic Data (% for 12 months ended September)			
Year	ECI (Civilian)	ECI (State & Local Govt.)	CPI-U
1996	2.8%	2.5%	3.0%
1997	3.0%	2.4%	2.3%
1998	3.7%	3.0%	1.6%
1999	3.1%	2.9%	2.2%
2000	4.3%	3.3%	3.4%
2001	4.1%	4.4%	2.8%
2002	3.7%	3.8%	1.6%
2003	3.9%	3.6%	2.4%
2004	3.8%	3.4%	2.5%
2005	3.0%	3.9%	4.7%
2006	3.3%	4.1%	2.1%
2007	3.3%	4.3%	2.9%
2008	2.9%	3.4%	4.9%
2009	1.5%	2.4%	-1.0%
2010	1.5%	1.7%	1.1%
2011	1.6%	1.5%	3.9%
2012	2.0%	1.8%	2.0%
2013	1.9%	1.7%	1.2%
2014	2.2%	2.1%	1.7%

Graph 2



Economic and funding challenges in the past decade have restricted the State from taking meaningful steps to provide salary increases; however, as adequate funding becomes available, the State should be prepared to address pay concerns.

Graph 3



Regional Trends

Table 6 below illustrates the average classified salary for New Mexico and the eight state comparator market for the past 10 years. The change from year-to-year should be viewed as a snapshot in time as a macro-indicator and should not be construed to depict how each comparator state administered actual pay for individual employees. Each year the composition of filled jobs changes slightly depending on agency business needs, available budget, new hires, career progression and separations.

Table 6

10 Year Eight State Average Base Comparison										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Arizona*	\$31,960	\$34,879	\$36,607	\$37,077	\$37,448	\$37,630	\$36,695	\$34,973	\$35,422	\$43,832
Colorado	\$48,360	\$52,104	\$50,328	\$52,017	\$53,952	\$55,044	\$51,072	\$50,955	\$52,270	\$53,772
Kansas	\$33,931	\$35,074	\$34,511	\$36,664	\$38,248	\$38,100	\$35,235	\$37,855	\$36,356	\$37,336
Nevada**	\$44,556	\$48,099	\$48,325	\$49,694	\$55,704	\$55,704	\$55,704	\$55,704	\$46,446	\$47,216
New Mexico	\$35,834	\$37,918	\$38,820	\$42,099	\$42,058	\$41,986	\$41,995	\$41,912	\$41,912	\$43,576
Oklahoma	\$30,722	\$32,534	\$34,356	\$34,686	\$34,984	\$35,200	\$32,495	\$35,540	\$36,314	\$37,700
Texas	\$32,809	\$34,121	\$36,124	\$37,365	\$38,461	\$39,232	\$39,265	\$40,223	\$40,310	\$40,398
Utah	\$37,440	\$37,996	\$38,030	\$42,504	\$42,562	\$42,635	\$39,312	\$45,114	\$45,749	\$46,592
Wyoming	\$37,474	\$39,385	\$40,012	\$43,686	\$45,822	\$45,822	\$44,764	\$48,352	\$47,922	\$49,213

*Arizona's data from 2009-2013 is from NCASG. Arizona did not participate in the NCASG survey for 2014; however, their average base salary data was reported from "The State of Arizona Workforce Report". The State of Arizona "Advisory Recommendation" shows the state's compensation adjustments from 2009-2015, and these adjustments create a large jump in the base salary reported.

** Nevada data was estimated from 2009-2012.

New Mexico Trends

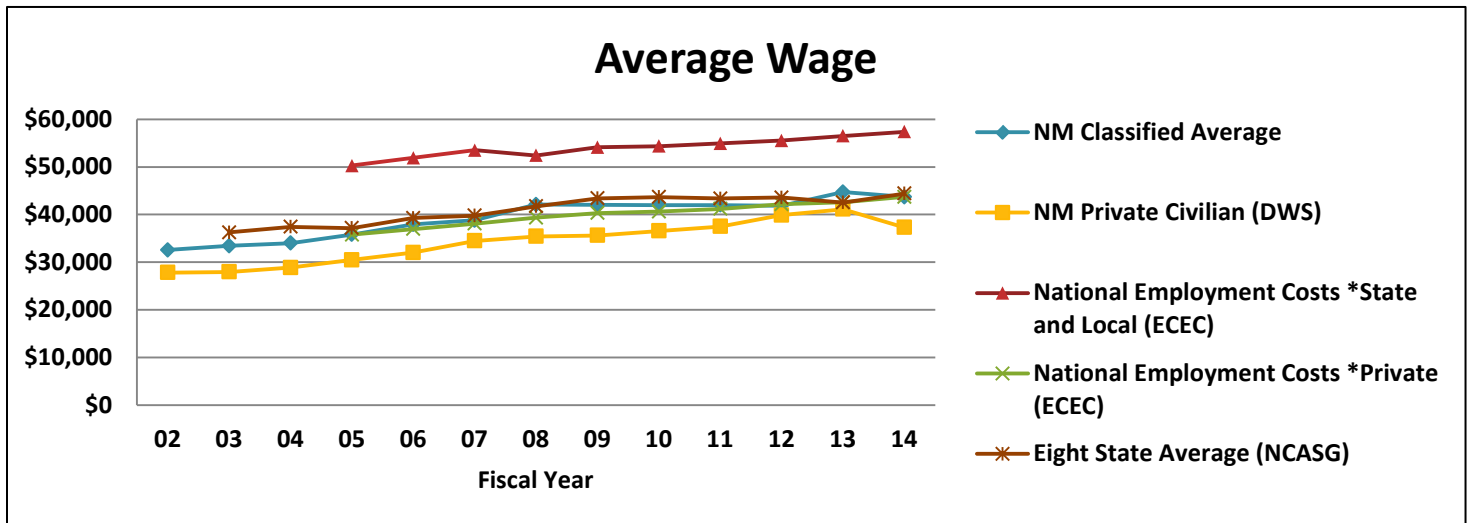
As of July 2014, the average classified employee salary was \$43,576, as compared to an average New Mexico private industry salary of \$40,404⁶. Nationally, as of June 2014, the average salary for private employers was \$43,721, as compared nationally to a \$57,366 average for state and local governments, based on the Employer Costs for Employee Compensation report⁷.

New Mexico's average classified employee salary is approximately 7.8% higher than New Mexico's civilian employee average salary and less than one percent (-0.3%) below the national private employer average salary.

⁶ Quarterly Census of Employment and Wages, NMDWS

⁷ Bureau of Labor Statistics, US Department of Labor

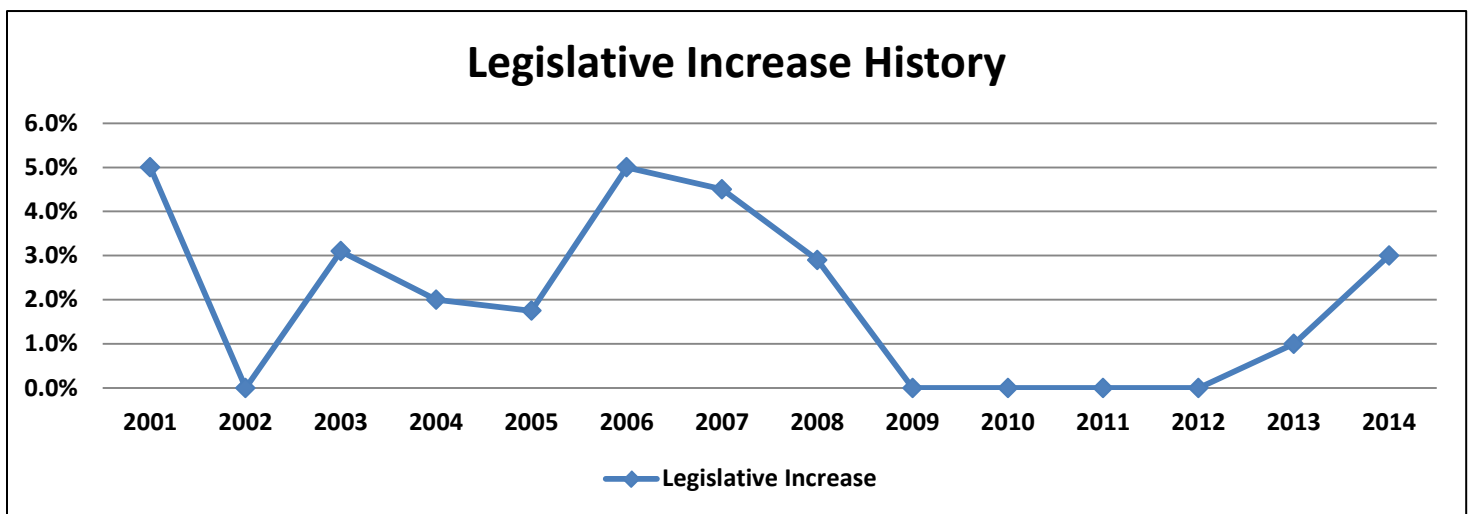
Graph 4



New Mexico Legislatively Authorized Salary Increases

Graph 5 shows the legislatively appropriated salary increases for each of the past 14 fiscal years. The salary increase amounts include general salary increases, as well as any supplemental increases to employees in specific occupationally based classifications for the years that they were provided. Over this time frame, New Mexico has spent over \$111,112,734 in general fund appropriations for annual salary increases. However, a majority of this funding was appropriated prior to FY09. Specific information for each year can be found in Appendix C.

Graph 5



Base Pay Analysis

Maintaining External Competitiveness

New Mexico's compensation strategy for at least the last decade has been to "match" the market and be the average payer in the compared region. In 2014, New Mexico ranked sixth (Table 7) in the eight state comparator market; however, this simple indicator is misleading, and requires a further in-depth analysis to show how New Mexico's ranking compares to similar benchmark jobs in the comparator market based on similar job content, size, complexity, qualifications and working conditions.

Appendix D shows the average classified salary over the past 14 years for New Mexico as compared to the average within the eight state comparator market, and the relationship between the two components for each year. Appendix D must be viewed as a snapshot in time, macro-indicator, and cannot and should not be construed to depict how each comparator state administers actual pay for individual employees, because each year the composition of filled jobs changes slightly depending on agency business needs, available budget, new hires, career progression and separations.

New Mexico Classified Employee Average & Median Salary Comparison

Average and median classified salaries advanced from 2003 to 2008 and then remained flat from 2008 to 2013. In 2014, the New Mexico Classified Employee Average Salary rose almost 4%. (See Graph 6). The dollar difference between average and median salaries occurs because the median rate is more heavily affected by the number of employees earning less than the average annual salary of \$43,576.

The difference between the average and median salaries is further

Table 7

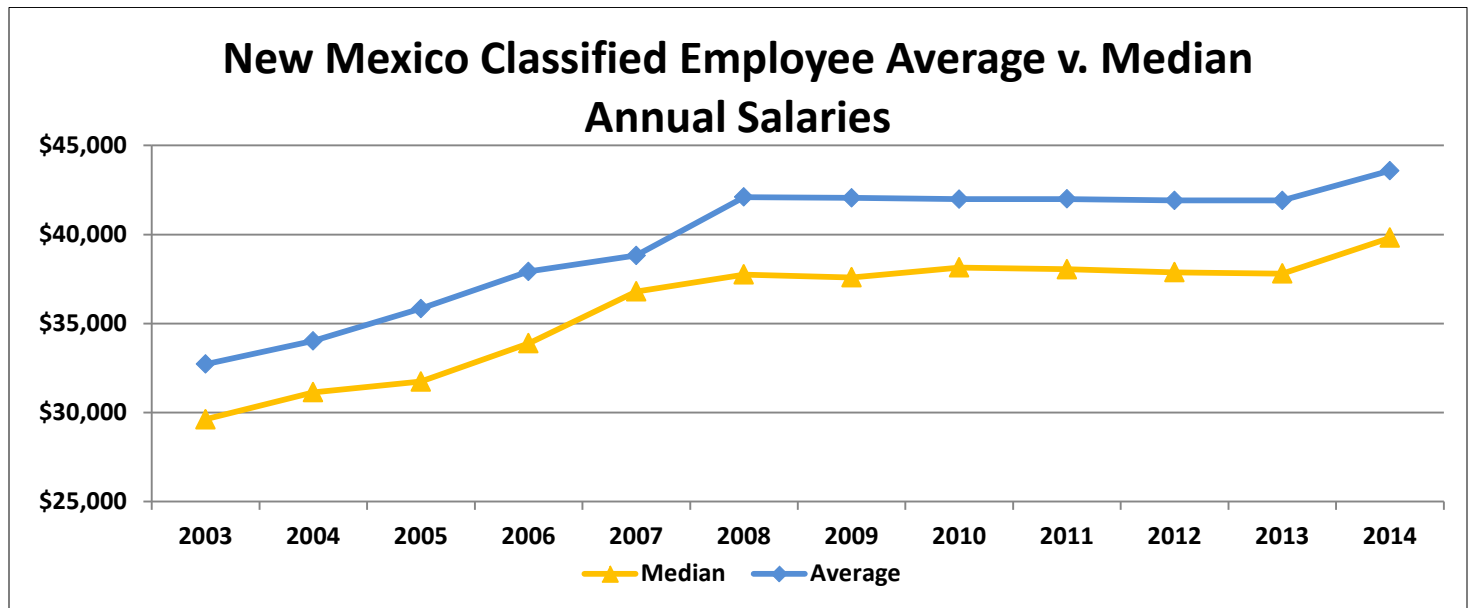
Eight – State Comparator Market Base Compensation Ranking

Colorado	\$53,772
Wyoming	\$49,213
Nevada	\$47,216
Utah	\$46,592
Arizona	\$43,832
New Mexico	\$43,576
Texas	\$40,398
Oklahoma	\$37,700
Kansas	\$37,336

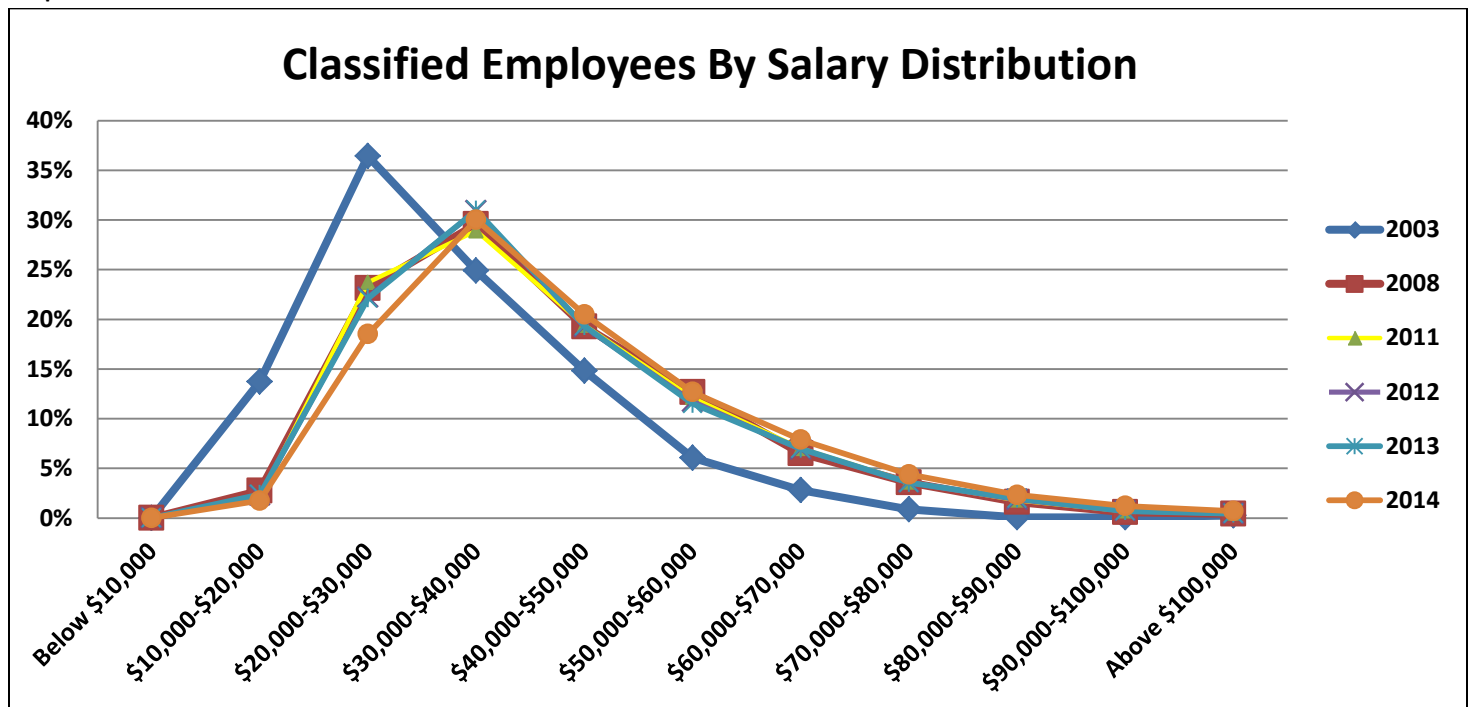
*49% of New Mexico's classified employees
earn between \$20,000 and \$40,000 annually.*

illustrated upon review of the distribution of classified employees by earnings between FY03 and FY14. (See Graph 7). FY14 data shows that 49% of New Mexico's classified employees earned between \$20,000 and \$40,000 annually. Supplemental information may be found in Appendix B.

Graph 6



Graph 7



Proposed Occupationally Based Salary Structures

SPO has assessed the classified service classification and pay system to identify components in need of updates, modifications, or deletion. Currently, the classified service system consists of one pay line, 19 pay bands that are 74% wide, and over 1,000 different job classifications. Within these classifications, the size of job – the needed Know-How, Problem Solving, and Accountability – can vary greatly. Through careful analysis, SPO has discerned that this variance will compound over time as our current and future classifications demand more and more specialization and skill.

In response, SPO is in the process of creating a new classification structure with 12 new pay lines, each targeted towards a particular sector, which take into account the sizes of different jobs and the movement of the market in these sectors. These occupationally based pay lines are:

- Corrections
- Healthcare and Healthcare Support
- Information Technology
- Protective Services
- Social Services
- Engineering and Engineering Support
- General Administration
- Legal
- Management
- Professional
- Scientific
- Trades and Labor

These new pay lines will provide policy makers with the flexibility to assess both economic indicators and agency requests in a more pointed manner. The new pay lines will also enable policy makers to take the appropriate, targeted action, and continue the utilization of the Hay methodology to accurately classify jobs, without utilizing artificial levels to accommodate market pay differences. SPO has also identified job classifications that are now unused or only slightly used; and, these classifications have either been right-sized (making a job one level instead of multiple levels), or deleted if they have proven to be outdated or no longer in use. This process has been ongoing, and SPO anticipates that it will be completed within the next fiscal year. SPO will rely heavily on agency input and collaboration during the remainder of the project. The last few elements of the project involve cross walking old job titles to the new job titles, updating the SHARE and NEOGOV systems, and training our client agencies on the use of the new system.

The new structure has organized all jobs in state government by overall occupation, thereby providing a mechanism to correct the link between classification and compensation as they relate to the market. The new classification structure also deleted occupations with no incumbents, occupations that are outdated or unnecessary, and provides a framework whereby future classification decisions can be made more methodically.

Every classification within the classified service will be evaluated by SPO and properly defined. Each classification falls into a dedicated job family with defined levels of work. Every job family contains classification series that fit together within a job family, such as Civil Engineers and Electrical Engineers within the Engineering family. Once all the classification series have been placed into their job families, the families are assigned to an occupationally 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: Architecture, Engineering and Surveying
Job Families:	Architecture Engineering Engineering, Geological and Surveying Technical Surveying Urban and Regional Planning

Job Family:	Engineering
Class Series:	Civil Engineer
<p>Civil 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.</p>	
Levels of Work	
Civil Engineer I	<p>Mid-level professional in a technical area able to assist with the installation of solar collection systems, perform basic computer programming and input requirements, and an understanding of architectural and other engineering designs. Assists in interpreting plans and specifications for engineering systems, collecting and analyzing data, and preparing building mechanical system plans and specifications. Assists in producing statistical projections, applying engineering practices to construction projects, and reviewing and evaluating documents and data.</p>
Civil Engineer II	<p>Seasoned professional worker who develops cost estimates for engineering systems and assists local, state, and national buildings with safety codes. Applies the principles, practices, and research methods of mechanical engineering, performs engineering duties relating to roads, railroads, airports, bridges, harbors, channels, dams, irrigation projects, pipelines, power plants, water and sewage systems, and water disposal units. Responsible for planning, designing, and building structures and facilities, and for using airport geometric construction materials for runways, drainage systems, and surveying. They are responsible for electrical systems and regulations.</p>
Civil Engineer III	<p>A seasoned professional with expertise who is responsible for the application of principles and practices of engineering laws, rules, regulations, and policies governing regulation. Establishes measurable quality and quantity standards for subordinates and recommends changes. Performs advanced engineering assignments in traffic safety, bridge design, highway design, lands engineering, aerial and lands surveying, materials design, traffic design, services, planning, and construction. Responsible for administering the construction of roads, building, airports, tunnels, dams, bridges, water supply, and sewage systems.</p>
Civil Engineer Supervisor (PE)	<p>A functional supervisor responsible for conducting the interviewing, selection and training of personnel. The supervisor makes well-informed, effective, and timely decisions and perceives the impact and implications of those decisions. Responsible for the application of principles and practices of engineering laws, rules, regulations, and policies governing regulation. Establishes measurable quality and quantity standards for subordinates and recommends changes. Performs advanced engineering assignments in traffic safety, bridge design, highway design, lands engineering, aerial and lands surveying, materials design, traffic design, services, planning, and construction. Responsible for administering the construction of roads, building, airports, tunnels, dams, bridges, water supply, and sewage systems.</p>

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

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

Average Salary Data by Pay Band

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

Table 9

Pay Band	Average Salary	Average Compa-Ratio	# of Employees
25	\$19,857	96%	320
30	\$20,185	98%	555
35	\$23,373	97%	456
40	\$26,618	101%	1,035
45	\$29,668	102%	988
50	\$31,756	98%	1,505
55	\$34,220	94%	2,563
60	\$38,263	97%	2,500
65	\$44,928	103%	2,375
70	\$49,652	102%	1,933
75	\$58,111	106%	1,585
80	\$65,829	107%	854
85	\$73,753	105%	936
90	\$84,757	105%	362
95	\$92,330	100%	160
96	\$106,118	98%	58
97	\$139,307	111%	11
98	\$154,267	111%	27
99	\$281,059	105%	12

Average Salary Data by Agency

Appendix G illustrates data similar to the section above grouped by State agency. The average compa-ratio by agency for classified employees ranges from the Office of African American Affairs at 88% compa-ratio, to the Architect Examiners Board at 123%. The average compa-ratio for all employees is approximately 100.4%.

Key Classification Studies that Solved Staffing and Pay Issues

Three job families (Table 10) that saw major reworking in FY14 were:

- Spaceport America Classification Series: Aerospace Engineer, Flight Control Specialist, Operations Manager
- General Counsel I and II; and
- Juvenile Probation and Parole Officer Series.

With regard to the Juvenile Probation and Parole Officer Series, these positions previously had been classified as Probation Parole Officers I and II after the consolidation of 2001, combining their positions with those of the adult New Mexico Corrections Department Probation Parole Officers. This resulted in CYFD not being able to properly identify, recruit, and compensate qualified employees performing jobs crucial to the delivery of juvenile therapeutic services under the Children’s Code of New Mexico.

Table 10

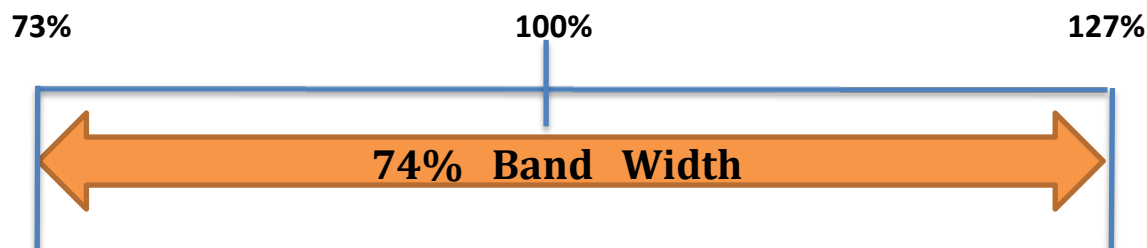
Title	Pay Band	Alt. Pay Band	Min. Hourly	Mid. Hourly	Max. Hourly	Min. Annual	Mid. Annual	Max. Annual
Spaceport Aerospace Engineer	75	90	\$27.95	\$38.29	\$48.63	\$58,136	\$79,649	\$101,150
Spaceport Flight Control Specialist	65	80	\$21.53	\$29.50	\$37.46	\$44,782	\$61,359	\$77,917
Spaceport Operations Manager	80	85	\$24.47	\$33.51	\$42.56	\$50,898	\$69,709	\$88,525
General Counsel I	90	-	\$27.95	\$38.29	\$48.63	\$58,136	\$79,649	\$101,150
General Counsel II	95	-	\$32.12	\$44.00	\$55.88	\$66,810	\$91,525	\$116,230
Juvenile Probation Parole Officer I	60	65	\$15.28	\$20.94	\$26.59	\$31,782	\$43,549	\$55,307
Juvenile Probation Parole Officer II	65	70	\$17.01	\$23.31	\$29.60	\$35,381	\$48,479	\$61,568
Juvenile Probation Parole Officer Supervisor	80	85	\$24.47	\$33.51	\$42.56	\$50,898	\$69,709	\$88,525

Classified Salary Structure

In order for an organization, especially a large one, to manage pay efficiently and effectively, it must simplify the administration of pay into a practical system. To accomplish this, organizations use job size to group individual classifications having approximately the same job size or “worth” into pay bands. SPO uses the HayGroup Guide Chart-Profile Method of Job Evaluation to determine the size of each classification.

A pay range sets the upper and lower bounds of possible compensation for individuals whose jobs fall within a specific pay band. Each pay band for classified employees is currently 74% wide – meaning the maximum rate of pay is 74% greater than the minimum rate of pay. While this band width is greater than typically found, it may minimize the impact of market increases upon hiring rates if properly managed. Pay bands act as a control device identifying the lower and upper range of pay rates the State is willing to pay for a particular job. From an internal consistency perspective, the range of pay reflects the approximate differences in performance or experience the state wishes to pay for a given level of work.

74% Band Width



The classified salary structure consists of 19 pay bands. Each pay band ranges from 73% Compa-ratio to 127% Compa-ratio with the midpoint value of each pay representing 100% Compa-ratio. Compa-ratio is defined as a percentage of the pay band midpoint. The range progression between midpoint values is an average of 12.05%. This means that a pay band's midpoint value is an average of 12.05% higher than the lower pay band. This can be seen in Appendix E.

Regression Analysis

A linear regression line that connects the 19 midpoint values of each pay band is described as the “policy” line. The policy line defines what the State is willing to pay. Two other linear regression based lines commonly used are the “market” line and the “practice” line. The market line is developed using the average pay rates for each job and based off of market analysis. The practice line represents the average pay of classified employees using actual pay rates. In sum:

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

In 2001, SPO implemented a salary structure that, through regression analysis, was set at 95% of the eight state comparator market; however, over the past decade, while the comparative market increased the classified salary structure was not adjusted. In order to address the past lack of adjustment, and provide policy makers with the ability to target critical occupations in doing so, the State is in the process of implementing 12 occupationally based salary structures

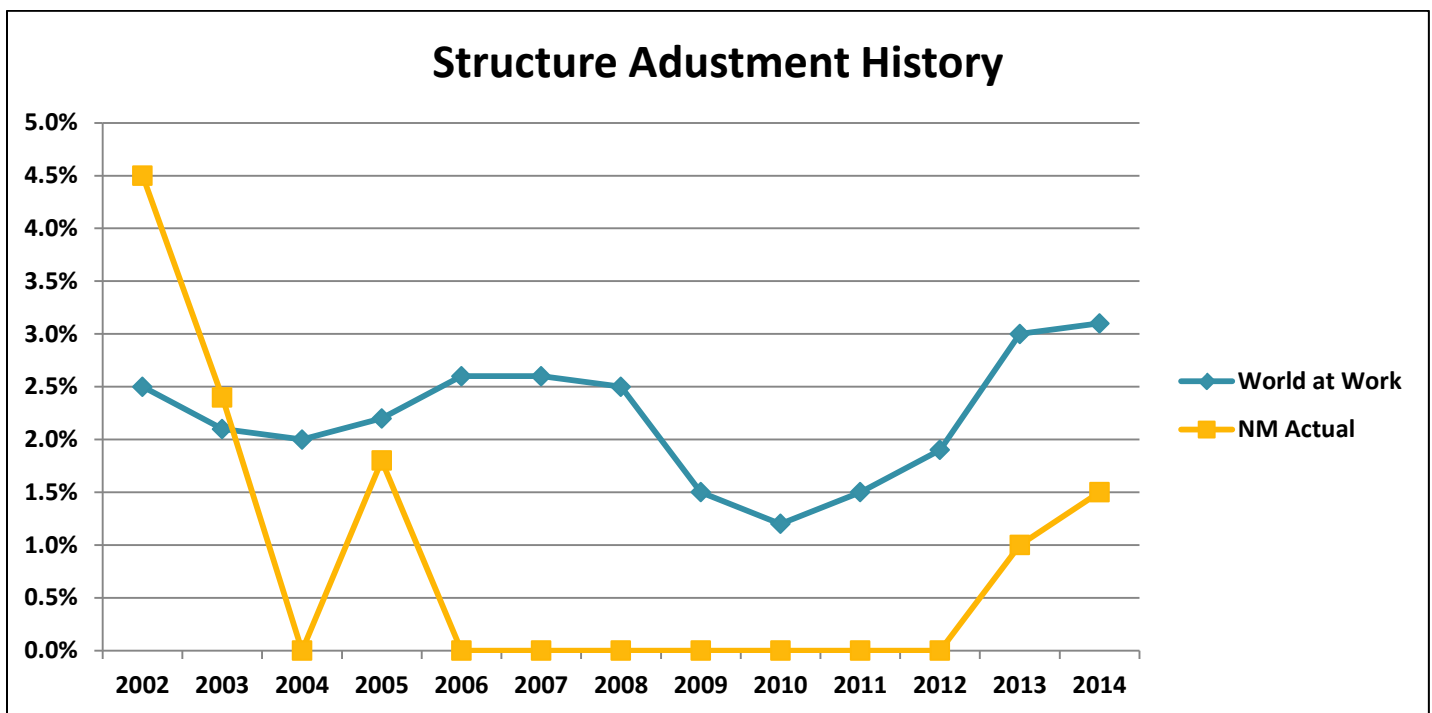
It is critical that a salary structure accurately reflect the salary market for many reasons, including recruitment, selection, retention, appropriate placement, performance management, salary increases, etc. An improperly maintained salary structure contributes to potential problems for the State. For example in the recruitment area, qualified applicants may not apply for vacant positions, citing low starting pay, causing qualified applicants to look for employment with other employers. As a result, those who apply and are selected are being hired closer to the midpoint that should reflect full performance, rather than the starting salary for new hires. In FY14, new hires were hired at an average 96.1% compa-ratio.

Graph 8 illustrates the level of structure movement related to key indicators over the past 13 years, and also identifies cumulative changes. Over the past 13 years, SPO data shows structures have increased 11.2%, with WorlDatWork indicating that its participating organizations adjusted their structures by over 28.7%.

SPO is currently working on the design of a new compensation structure that will allow the State to more effectively reflect market rates. The Compensation and Classification Reform Project will reengineer the compensation and classification system for the State's Classified Service and its employees. Up to this point, the Compensation and Classification Team have reviewed all classification titles for relevance, designed new Pay Band and Classification codes, and developed a cross walk for moving existing titles into the new structure.

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

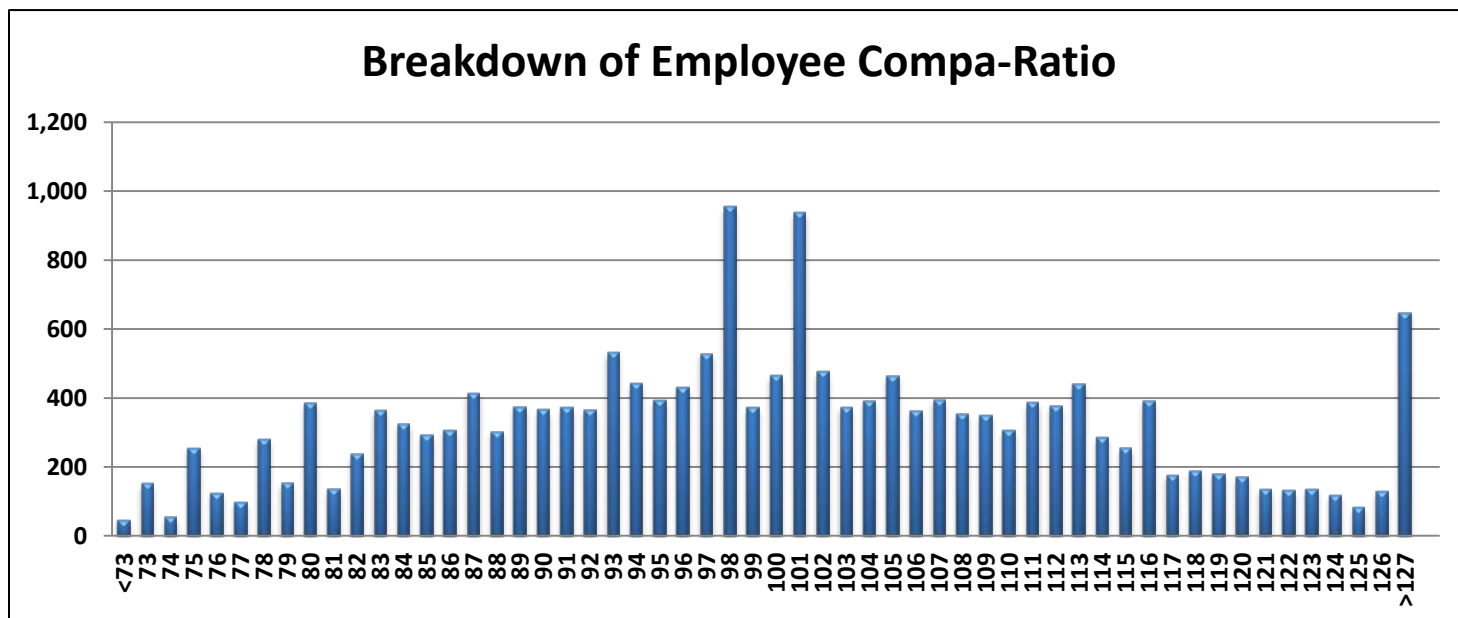
Graph 8



Classified Employee Compa-Ratio

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

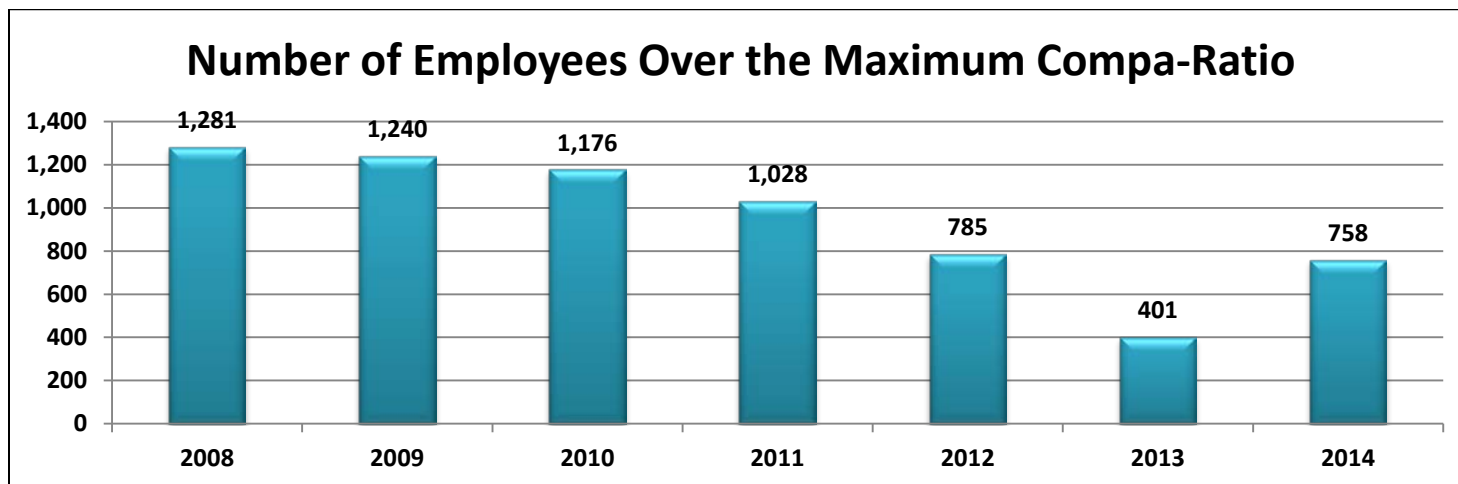
Graph 9



Approximately 4.2% of classified employee's pay rates are over the maximum of the pay band due to base-building salary increases prior to 2010. Although there was no restriction on employee salaries exceeding the maximum of the pay band, action has been taken to ensure that new employees are being hired or compensated within the pay band boundaries. The number of employees whose salary is over the maximum of the pay band has declined from 1,281 employees in FY09, to 758 in FY14. The increase in the number of employees whose salary is over the maximum of the pay band is due to the 3% legislatively authorized salary increase provided in July of 2014. Salary structures were adjusted upward by 1.5% and narrowed by 4%.

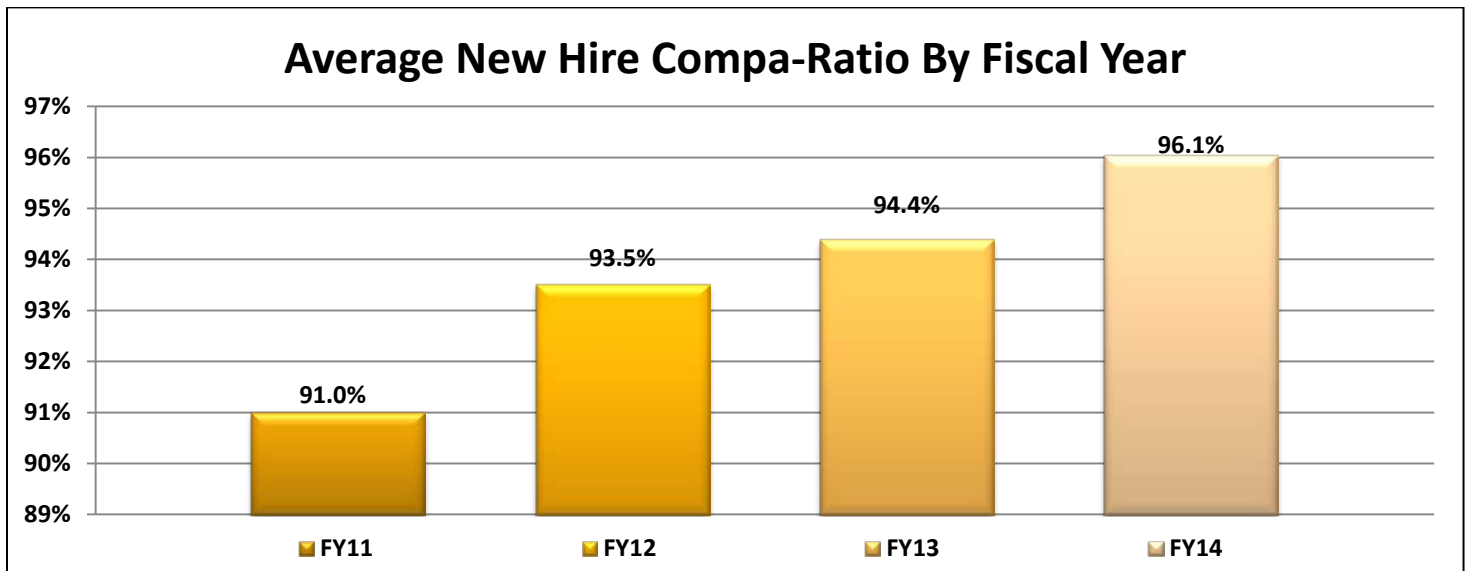
Graph 10, below, illustrates the number of classified employees whose salary was and is above the maximum pay rates of their respective compa-ratios.

Graph 10

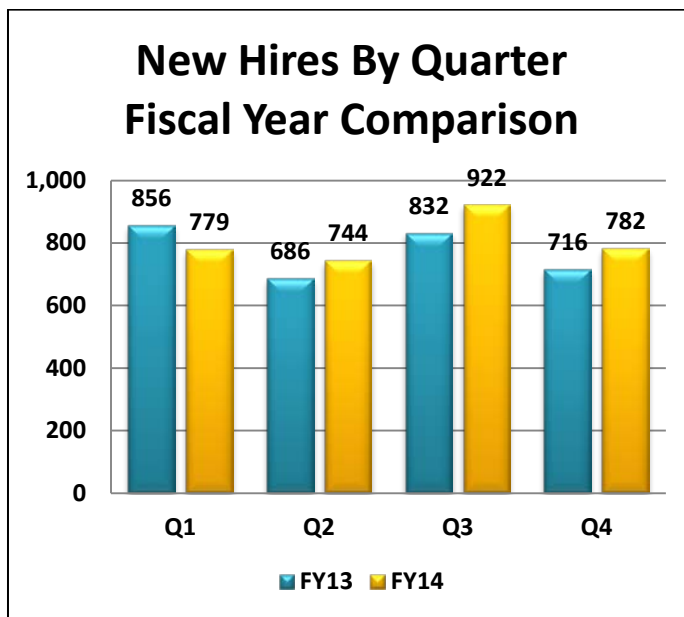


New hire pay rates, on average, were at a 91.0% compa-ratio in FY11. In FY12, new hire pay rates increased to a 93.5% compa-ratio, and in FY14 they increased to a 96.1% level. (See Graph 11). New hire pay rates, on average, were at a 91.0% compa-ratio in FY11. In FY12, new hire pay rates increased to a 93.5% compa-ratio, and in FY14 they increased to a 96.1% level. (See Graph 11). Occupationally based salary structures need to be addressed immediately to ensure that pay band midpoints are not being used as the entry level for classified positions. New hires with minimal experience “typically” should be hired closer to entry level, rather than near the midpoint of the range.

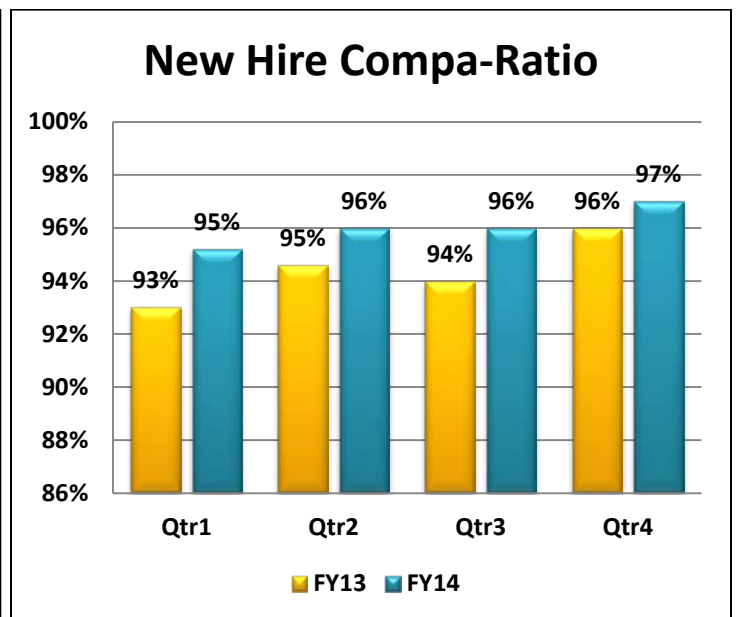
Graph 11



Graph 12



Graph 13



Alternative Pay Bands (APB)

An APB assignment is used when the current market rate for a classification significantly exceeds the pay band assigned through the job evaluation process. APB assignments are typically utilized due to external market pressures, such as the low supply and high demand of labor (labor shortage). When a qualified labor shortage exists, organizations compete with one other to attract and retain qualified employees. Since the internal value (size of job identified through job evaluation) has not changed, there are no new higher qualifications or more complex duties and responsibilities, so it does not make sense to permanently assign the classification to a different pay band. The solution is to “temporarily” assign the classification to a higher pay band for a limited time until either the market pressures recede, or the actual employee pay catches up to the market rate, and the APB assignment is no longer needed. The implementation of occupationally based salary structures will allow the State to reduce, if not eliminate, the need for APBs in critical occupations.

While APB assignments were intended to be used on a limited basis, it has become the norm with 344 out of 1,080, or 32% of job classifications using them. The new pay lines developed in 2014 are intended to eliminate APBs entirely, once implemented. A complete list of all job classifications assigned to APBs can be found in Appendix H.

Pay Administration

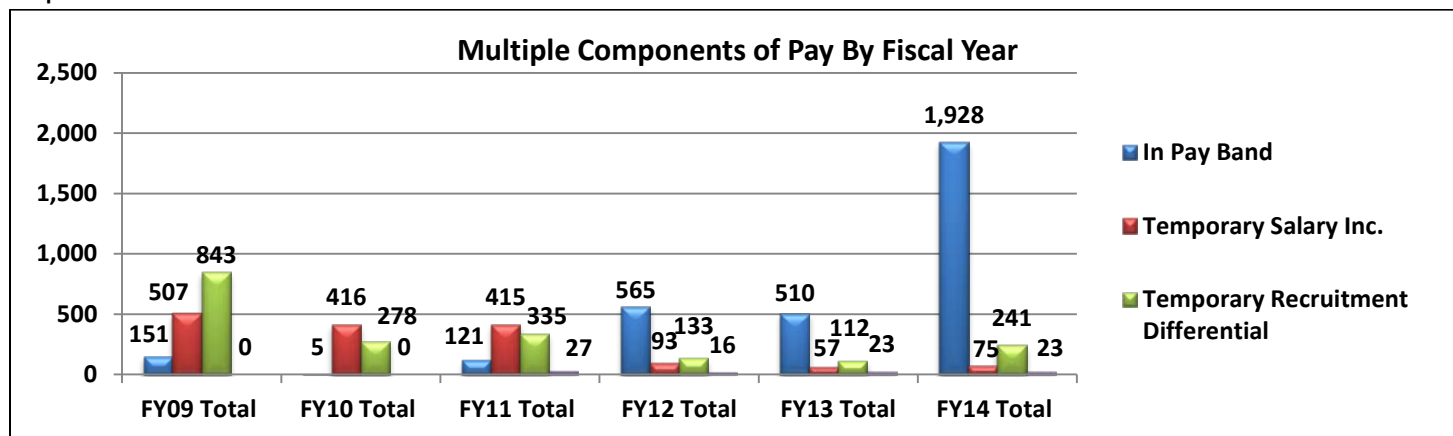
Pay Mechanisms

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

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

The graph below shows the activity for each multiple component of pay (MCOP) utilized by the State from FY11 through FY14. The continued decrease in the use of temporary MCOPs (TSI, TREC and TRET) reflects SPO's exercise of oversight, including its evaluation of the improper use of temporary MCOPs and its continued efforts to ensure agencies are in compliance with SPB Rules. (See Graph 14). Temporary pay mechanisms are reviewed and authorized for various periods of time depending on each individual circumstance, and in accordance with SPB rules.

Graph 14



In Pay Bands (IPBs) spiked in FY14 because they were specifically authorized for critical positions at CYFD, TRD, DPS, Corrections, and the State Police in February 2014, based on compa-ratio and agency budgets. These IPBs brought employees closer to new-hire compa-ratios and corrected internal alignment and appropriate placement issues.

Classified Service Demographics

Graph 15

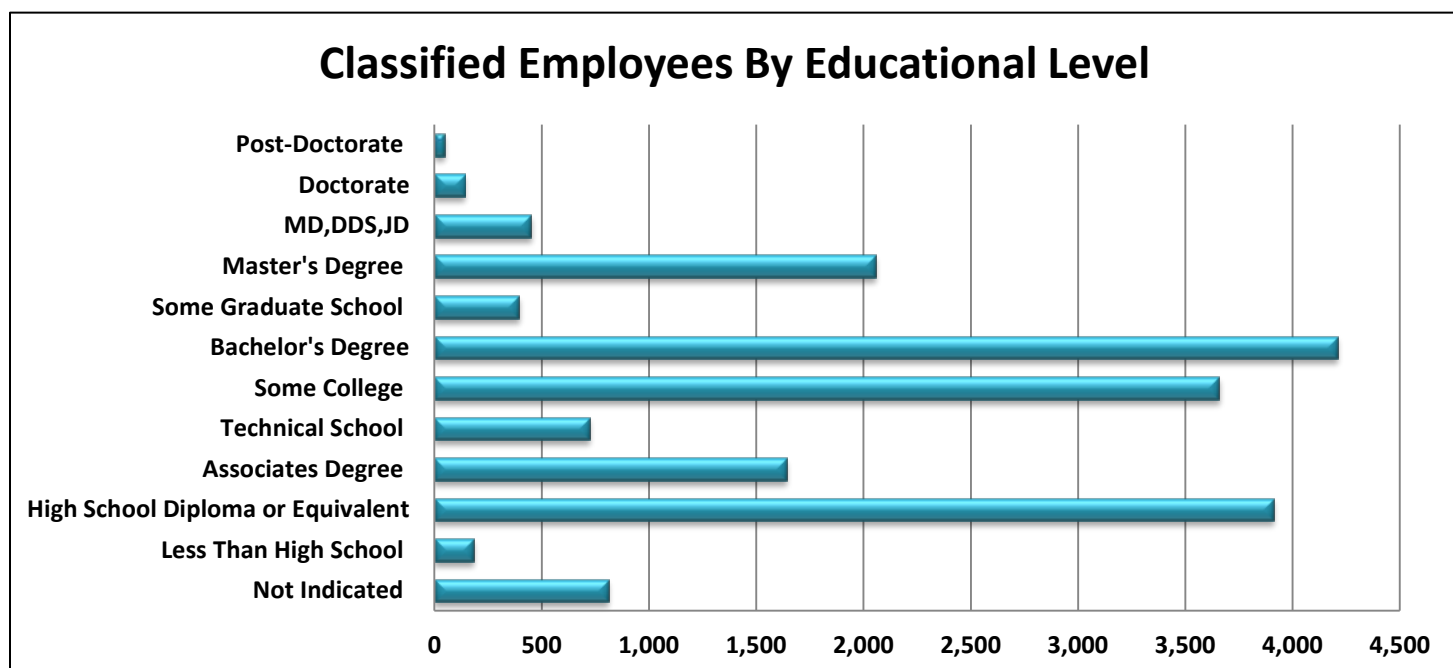
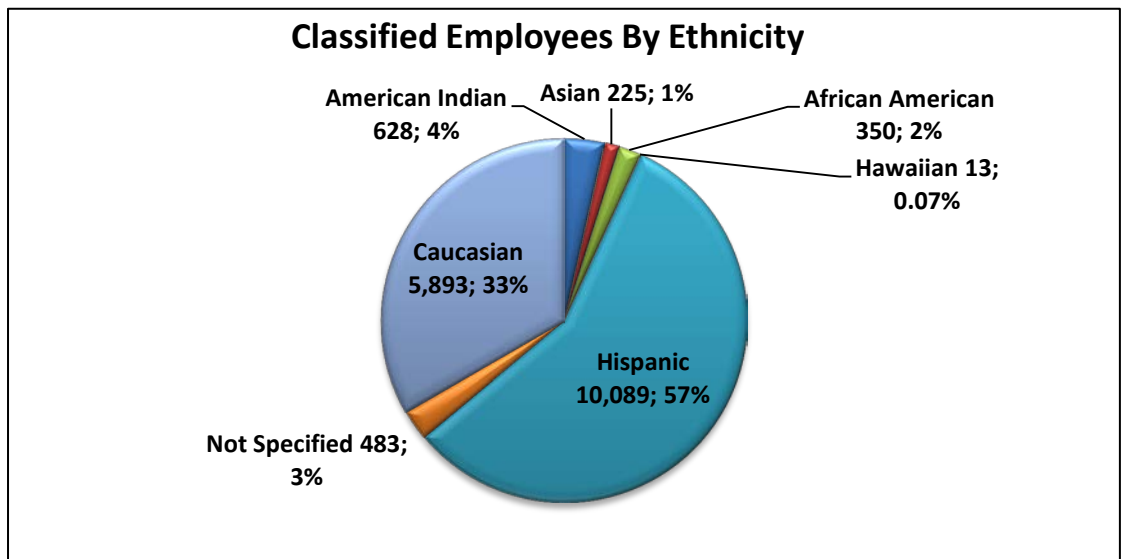
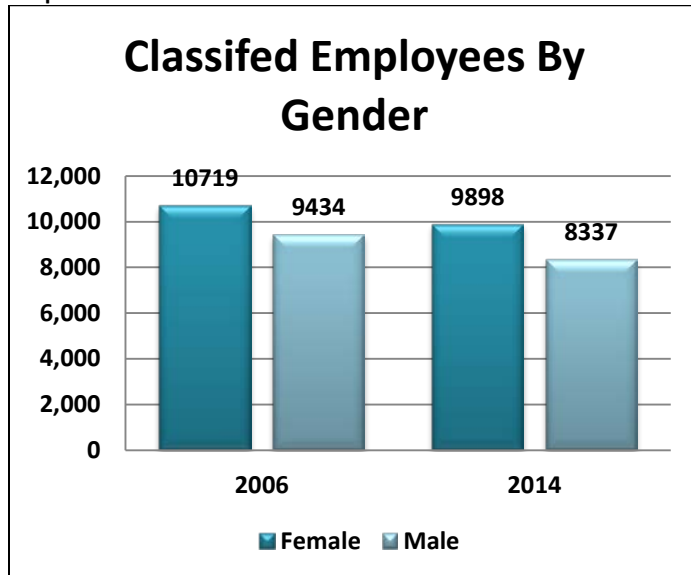


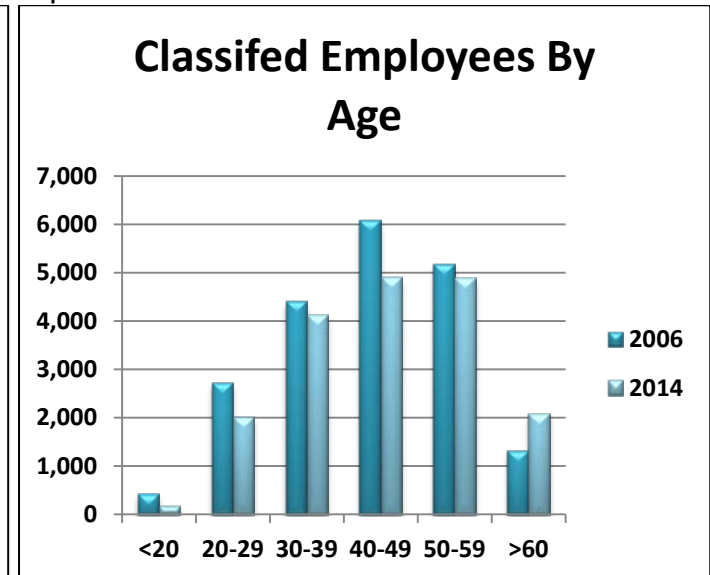
Chart 2



Graph 16



Graph 17



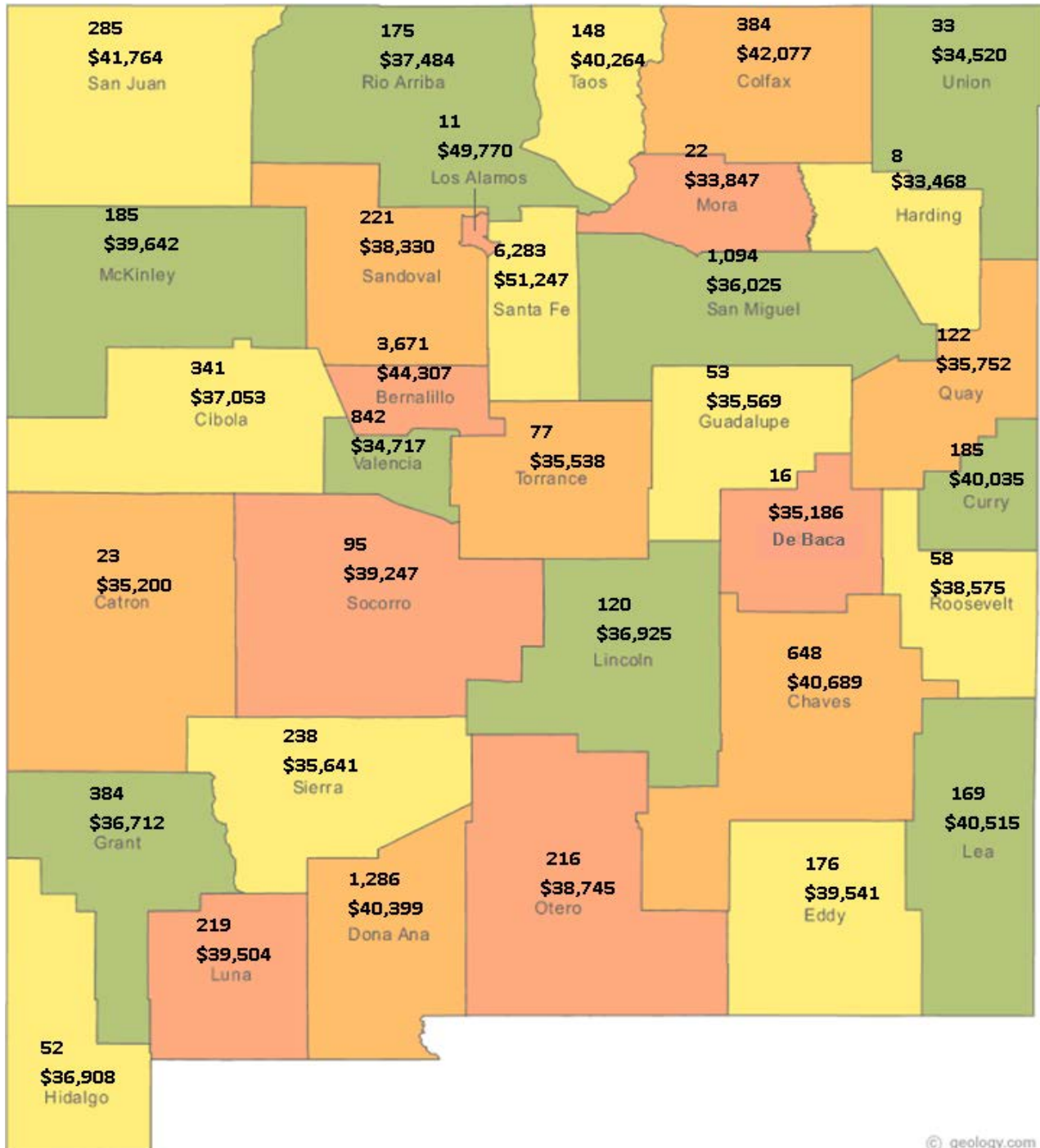
The above graphs detail the level of education received, ethnicity, gender and age demographics of classified employees.

County-by-County Population vs. Classified Demographics

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

Classified Positions & Average Salary By County

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



© geology.com

*Excludes temporary positions

Classification

The New Mexico State Classification system classifies jobs and the work being performed into occupational categories, in order to enable management to identify and group work functions in alignment with the mission of the agency. The current classification system was transformed in 2001 by the SPB adopting the Standard Occupational Classifications (SOC) system that was introduced by the Federal Office of Personnel Management (OPM) that same year. Currently, SPO is working to restructure the classification system to better identify and align job families into common occupational categories. The results will place jobs into similar pay categories with unused or under-utilized classifications deleted. Consequently, any misclassified jobs will be addressed. Ultimately, this exercise will allow for thorough analysis of the current pay structure, leading to its eventual streamlining and competitive market restructuring. All state workers are classified into one of 914 detailed non-manager occupational roles, or 171 manager classifications according to the agency's documented utilization of that job.

Manager Classification Studies Implemented FY14	
Director of Nursing	Attorney IV
General Certified Real Estate Appraiser & Advisor	A/O I Manager - Nursing
Deputy Director of Revenue Processing	Spaceport Operations Manager
Deputy Director of Compliance	CPS County Office Manager
Deputy Director of Audit	CPS Regional Manager
General Counsel I	General Counsel II

Non-Manager Occupations

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

Non-Manager Classification Studies Completed FY14	
Retirement Specialist I	Workers' Compensation Specialist
Retirement Specialist II	District Resource Specialist
Retirement Specialist Supervisor	Spaceport Aerospace Engineer
Forensics Technician	Spaceport Flight Control Specialist
Forensic Scientist I	Public Utilities Economist
Forensic Scientist II	Public Utilities Engineer
Forensic Scientist Supervisor	Staff Architect

FY15 Work Plan

SPO has been working to restructure the classification and compensation system to better reflect the common occupational groupings and job families utilized in the classified service, in an effort to create separate occupationally based pay lines. These 12 separate pay lines or salary structures will enable the state to better compete with the external comparator labor market by targeting the salary structure adjustments of individual occupational groups, instead of trying to raise the pay band midpoints of all 1,080 classifications in the state. Each occupationally based pay line will move independently when adjusted, making each line more responsive to the market should monies become available to fund one or more adjustments. Completion of the main crosswalk of current classification codes and pay band designations into the new classification and pay codes is targeted for July 2015.

Table 12

Proposed Classifications for Review	# Positions	Proposed Classifications for Review	# Positions
UI Auditor and UI Auditor Supervisor	8	Automotive Mechanics	48
IT Series	897	DPS Grants Coordinator	13
Professional Engineers	574	Zookeeper	6
Museum Study	521	OSE Engineer Managers	29
Social Workers (Social/Comm. Service	320	Remaining Generic Manager Classifications	1,800
Attorney Series	222	Monument Ranger/Manager	15
Paralegals, Law Clerks, Legal Support	81	Natural Science Coordinators	61
Rehabilitation Counselors	81	Park Rangers and Foresters	49
	Total:		4,725

Supervisors

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

Beginning in April of 2012, SPO implemented 154 new supervisory classifications. All agencies where supervisory positions were identified have transitioned those positions into the new titles. The compensation mechanism known as Supervisory Pay Allowance, that is not a permanent part of the employee's base salary, has become part of the employee's base pay. This consolidation of pay allows for a more solid organizational structure that clearly identifies supervisors from non-supervisory employees. Additionally, when an employee accepts a transfer or promotion into or

out of a supervisor classification, there is no confusion regarding what the employee's base salary will be, or what the responsibilities will be.

Managers

There are eight core manager job categories, each distinguished in size by four compensable measures:

- Scope and Complexity of Responsibility;
- Types of Employees Managed;
- Financial Accountability; and,
- Strategic Planning/Decision Challenge.

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

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

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

Table 13

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

Currently, there is a solid distinction between the "size" and a correct number of manager levels that cover the full range of management in the classified service; but, many times it is confusing to policy makers and key stakeholders, as well as current employees and job applicants, to know what work is actually being performed by specific managers based on the generic titles. For example, the generic title of Administrative Operations Manager II may contain an agency's general counsel, chief economist, chief financial officer, county office manager, human resource manager, special projects coordinator, program manager and/or bureau chiefs over many different functions – all with very different job specific duties, responsibilities, and minimum qualifications.

Beginning in April 2012, SPO introduced and implemented classification specific manager job descriptions that detail the purpose and areas of responsibility with occupational specific titles, and job specific education and experience

requirements. The project, with participation by state agency management, is on-going with the final target of classifying approximately 2,000 manager positions. As of FY14, ending June 30th, 2014, there are currently 171 manager titles in use, with more coming on line every quarter.

Although many classification studies have been completed, many more still require attention through FY15. SPO's current classification structure project will determine how the following classifications will be addressed.

Misclassification & Classification Creep

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

Average Pay		Number of Employees		Estimated Misclassification		Average Midpoint Progression		Cost of Misclassification	
\$43,576	X	18,235	X	15%	X	12.05%	=	\$14,351,519	

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

Finally, the upward misclassification of positions throughout many years can demotivate employees and managers when a classification study takes place resulting in a subsequent downgrade to the "proper" classification level. For example, the employee typically views such a downward classification as a negative action that they had no control over; ultimately, affecting productivity, job satisfaction, and potentially contributing to higher turnover and vacancy rates.

The solution to address misclassifications and classification creep is for SPO and agencies to work together to ensure that positions are properly classified, and that work units are organized efficiently to support the most streamlined work flows. SPO can work with agencies to perform desk audits and organizational reviews when work units are not organized efficiently. Finally, when classification studies are completed the resulting recommendations should be implemented as soon as realistically possible.

Pay for Performance

Performance-Based Variable Pay Strategy

Any type of performance-based reward system must be clearly understandable by both employees and managers. Specifically, individual performance goals must be realistic, measureable and achievable by the employee. Also, communication between the manager and employee must occur often during the performance year. While, individual goals may change during the year due to changing circumstances for the entire organization, such changes should be the basis for new discussions between the manager and employee..

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

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

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

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

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

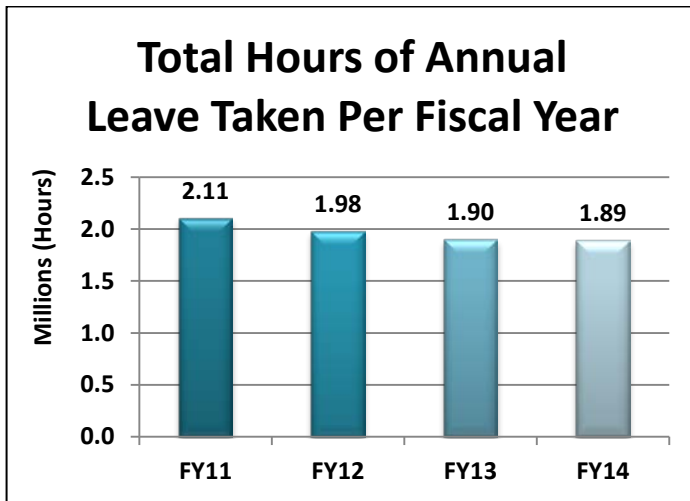
Leave Accruals and Payouts

Annual Leave

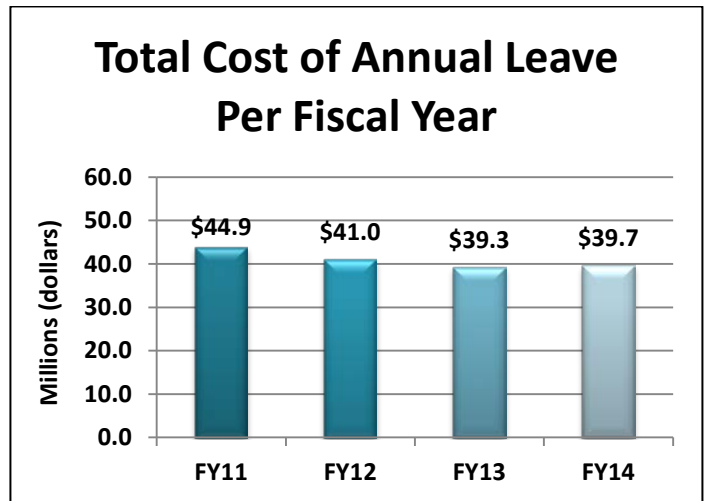
One of the state's many employee benefits is paid time off. Employees may use accrued leave and be paid for the hours they are absent from work due to vacation or being sick. Sick leave may also be used to care for sick family members.

Classified employees accrue annual leave as outlined in the SPB Rules, based on their tenure. For example, employees with less than three years of service accrue 80 hours of leave per year, while those with over 15 years of service accrue 160 per year. During FY14, State employees used slightly less than 1.9 million hours. Actual annual leave usage, and costs, from FY11 through FY14 is shown in the following charts:

Graph 18

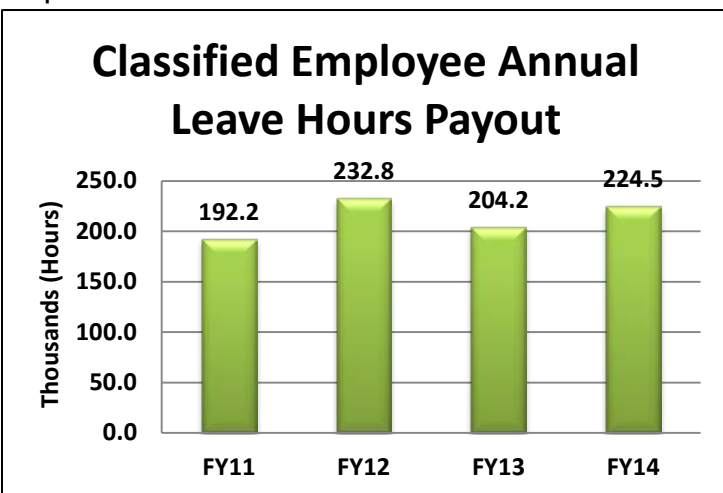


Graph 19

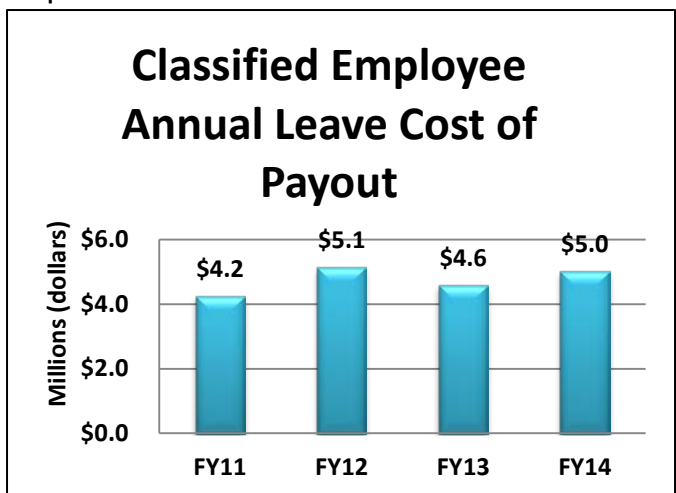


When an employee separates from State service, they are eligible to cash out up to 240 hours of annual leave at their current hourly pay rate. Any additional hours over 240 are forfeited at the time of separation, or at the end of each calendar year. In FY14, employees who separated from the classified service cashed out at total of 224,500 of annual leave, 20,300 more than FY13. The average employee who separated cashed out approximately 12.7 days of annual leave, 3.6 days more than FY13.

Graph 20



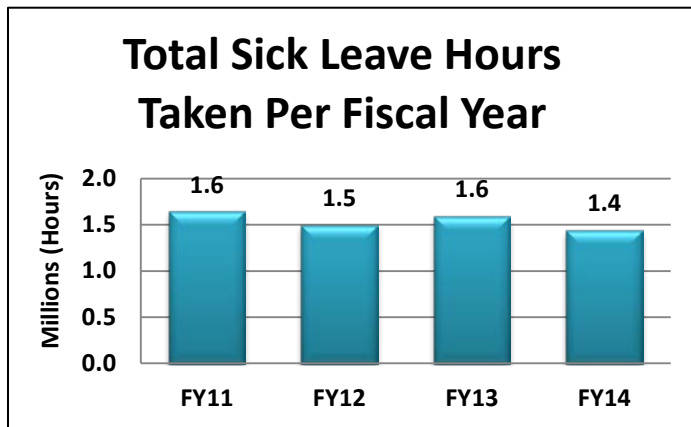
Graph 21



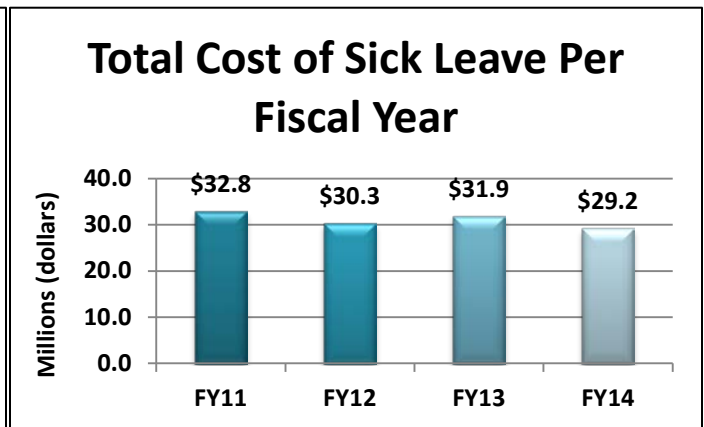
Sick Leave

All employees accrue 96 hours of sick leave per year, as per SPB rules. Employees in FY14 used approximately 1.4 million hours of sick leave, as compared to the FY13 level of 1.59 million hours, resulting in a decrease in cost of approximately \$2.7 million dollars. The sick leave actual usage and cost for FY11 through FY14 are shown on Graphs 22 and 23:

Graph 22

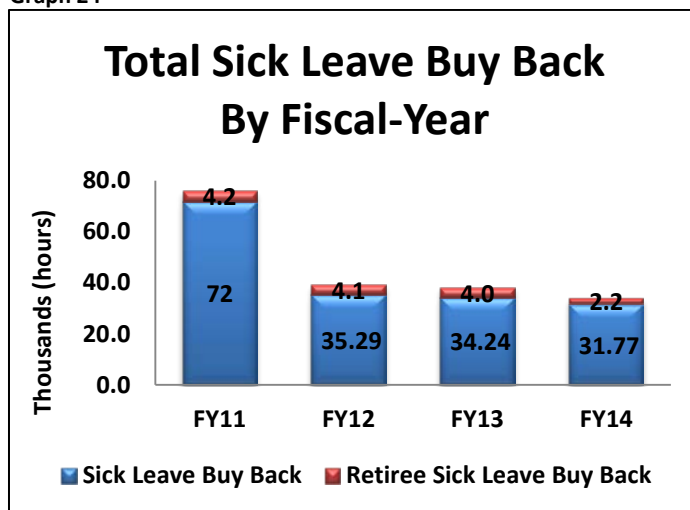


Graph 23

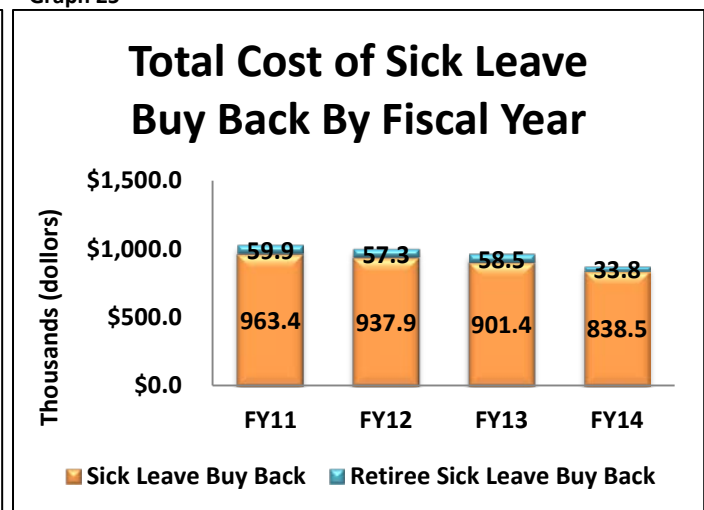


Employees are eligible to cash out accrued sick leave over 600 hours per fiscal year, either in July or January, at one-half their hourly rate. At the time of retirement, employees can cash out accrued sick leave over 600 hours. In FY14, agencies bought back a total of 31,770 hours of sick leave for active employees. Employees who were retiring cashed out 3,397 hours. The charts below show the total hours paid at one half the cost of employee's hourly wage from FY11 through FY14:

Graph 24



Graph 25



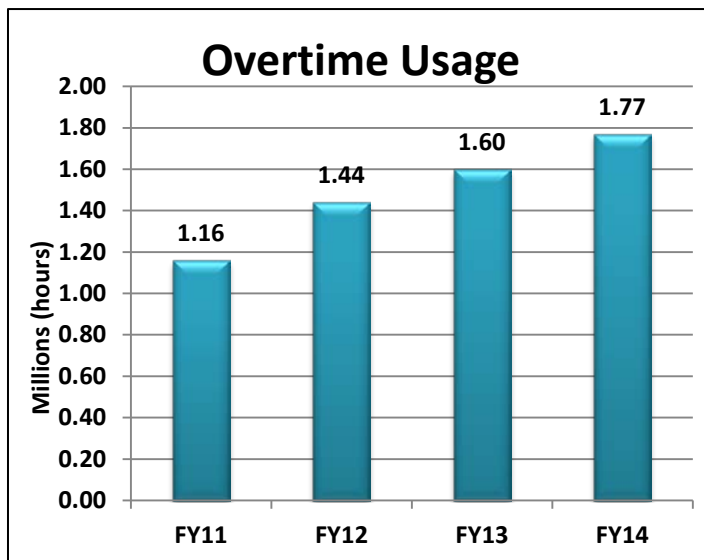
Overtime

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

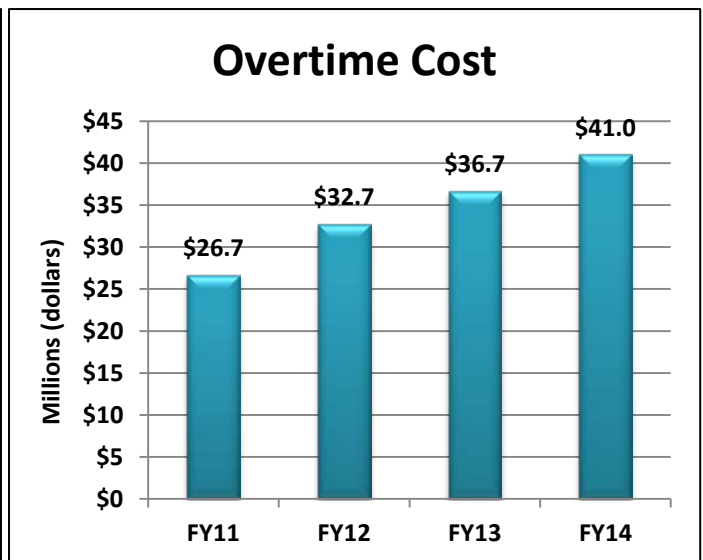
There is a correlation between vacancy rates and overtime hours worked. If an agency has a vacant position, someone may be required to do the work that would normally be done for that position by working additional hours in response to special circumstances. While this is acceptable in the short term,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

During FY14 both FLSA non-exempt and FLSA exempt employees were paid over \$41 million dollars in the form of either a cash payment or compensatory time off. Graphs 26 and 27 below depict a comparison of overtime usage and total dollars paid from FY11 through FY14. The cost of overtime has increased due to both inflation and the increase of base salaries as a result of classification reviews. SPO and the SPB are concerned with the amount of regular overtime being worked, and continue to be committed to working with agencies to better manage this issue.

Graph 26



Graph 27



Turnover & Vacancy

Hiring

SPO is responsible for assisting applicants with applying for jobs within the State's classified service, and ensuring that the most qualified applicants are referred to fill vacant positions. Beginning in the second quarter of FY12, SPO implemented a more flexible and responsive applicant tracking system through NEOGOV. This system brought the State back into compliance with the portion of the State Personnel Act that mandates a competitive ranking of applicants, in addition to employment testing for all applicants. NEOGOV is the applicant tracking system currently being utilized by over 22 states, in addition to many universities, colleges, and thousands of municipal and county governments.

Since implementation, all applicants for classified positions are competitively ranked on certified lists submitted to the recruiting managers. The NEOGOV ranking facilitates an applicant's ability to track their progress through the recruitment process online. NEOGOV also maintains an applicant's application in its database; thus, facilitating the applicant's ability to apply for multiple positions, without having to re-enter separate applications for each position. Additionally, applicants are now able to focus job searches by geographic and department preference, which allows the applicants to quickly isolate their job criteria.

The following graphs illustrate both the number of positions being advertised and the expansion of the pool of applicants for consideration. While the number of days to fill a position has increased, the increase is attributed to the dramatic increase in applications being processed and screened, the number of positions being advertised, and the time and effort dedicated to bringing SPO back into compliance with the State Personnel Act. Despite the increase in applications and the number of positions being advertised, the SPO recruitment staff responsible for processing applications did not increase. This unexpected staffing shortfall required the need for SPO to utilize agency HR staff in the assessment, scoring, and ranking of applicants, in addition to the training and expansion of auditing requirements.

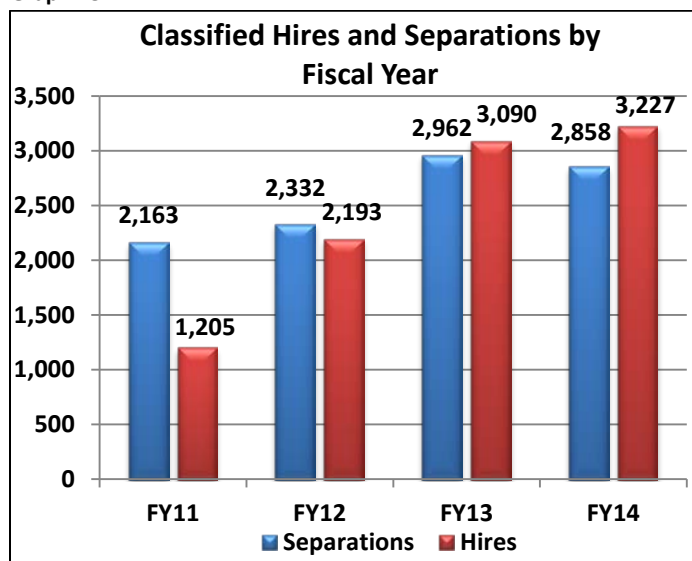
In FY14, as a result of the more straightforward application process (NEOGOV), 246,616 applications were received and processed for 6,437 advertised jobs. These metrics illustrate the dramatic increase in both positions advertised and applications received, as compared to FY13. Specifically, SPO received 40,000 more applications for 758 more postings than the previous year.

In FY14, 3,227 classified hires were made; representing a 4.4% increase over FY13. In FY13, the hiring of 3,090 constituted a 41% increase over FY12. Thus, it is clear that the flexibility and responsiveness of NEOGOV has made it easier for applicants to apply for state jobs. In FY14, over 245,000 applications were submitted by over 27,049 unique applicants. Since the implementation of NEOGOV in November 2011, there have been over 10 million hits reviewing various job postings.

Graph 29 shows that in FY14, 68% of new hires completed their probationary period. The implementation of NEOGOV provides agencies with ranked lists of qualified applicants, allowing managers to make hiring decisions from pools of applicants who possess the job related qualifications required to successfully perform the advertised jobs. Additionally, SPO is currently working on developing an onboarding process to assist agencies in better integrating new hires into

State government. These two initiatives are expected to positively impact agency efforts in attracting and retaining qualified employees.

Graph 28



Graph 29

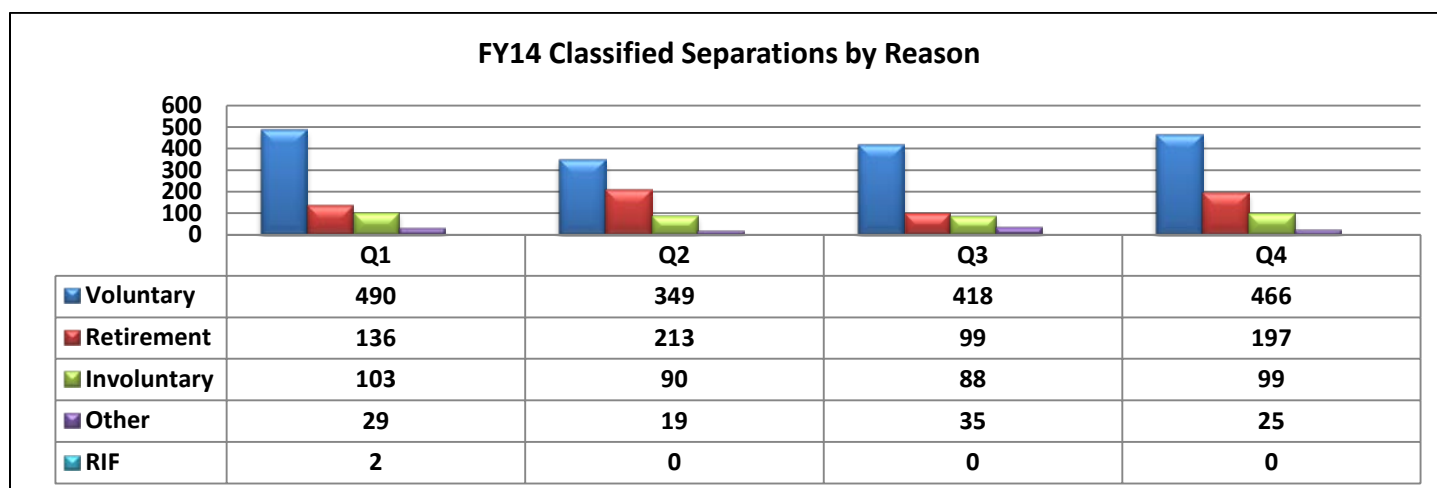


*Hires represent all non-promotional hires into state government (excluding internal promotional transfers and temporary hires).

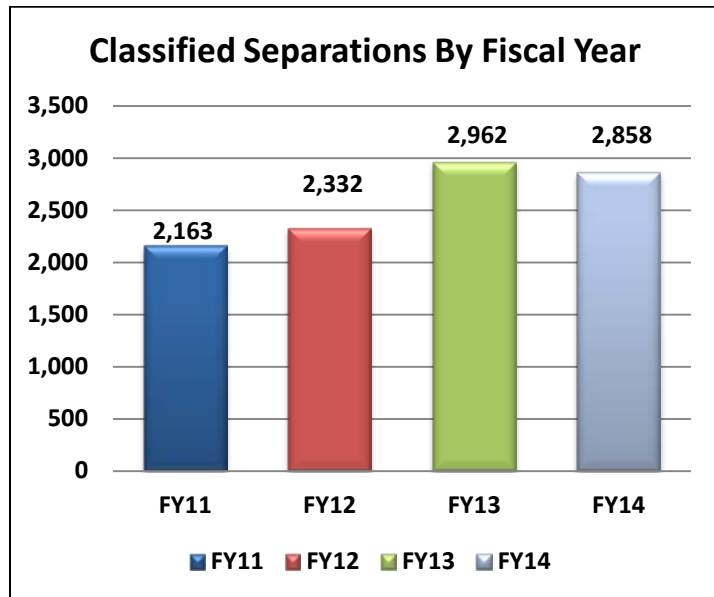
Separation

In FY14, there were 2,858 total separations, compared to 2,962 in FY13. Of the 2,858 separations, 60%, or 1,723 positions were voluntary and only 13%, or 380 positions were involuntary separations. Of the voluntary separations, 645 were related to retirement. Of the involuntary separations, less than 1%, or two positions, was related to a reduction in force (RIF). One RIF occurred at the Public Education Department, and one occurred at the Developmental Disabilities Planning Commission.

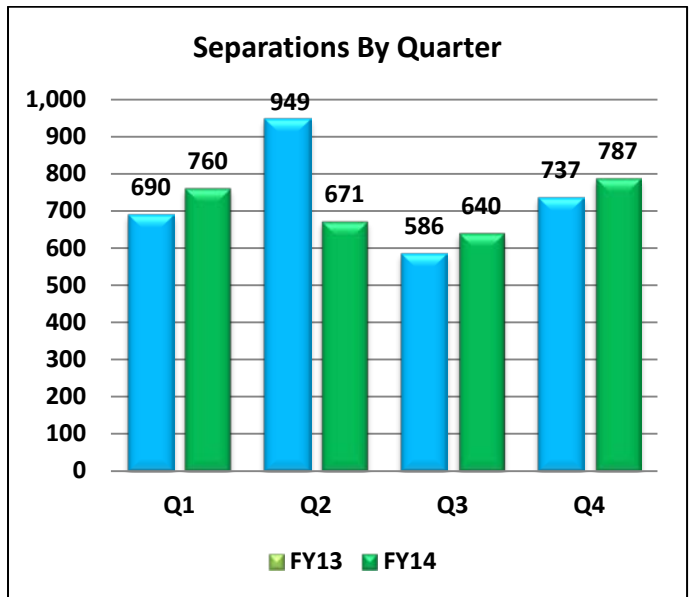
Chart 3



Graph 30



Graph 31



Turnover Rates

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

If the turnover rate were reduced by approximately 50%, this could potentially free up almost \$61 million dollars to use toward salary increases and structure adjustments.

Table 14

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

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

In FY14, there were 2,858 separations in the classified service. At an average cost of \$42,620 per employee, the total cost of turnover in FY14 was estimated to be over \$121,807,960.

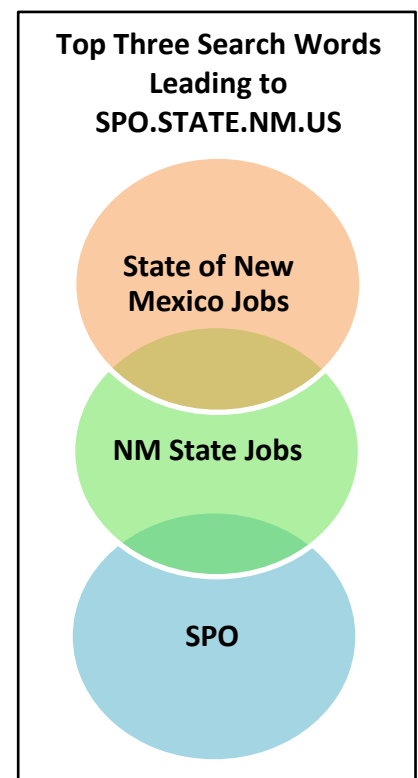
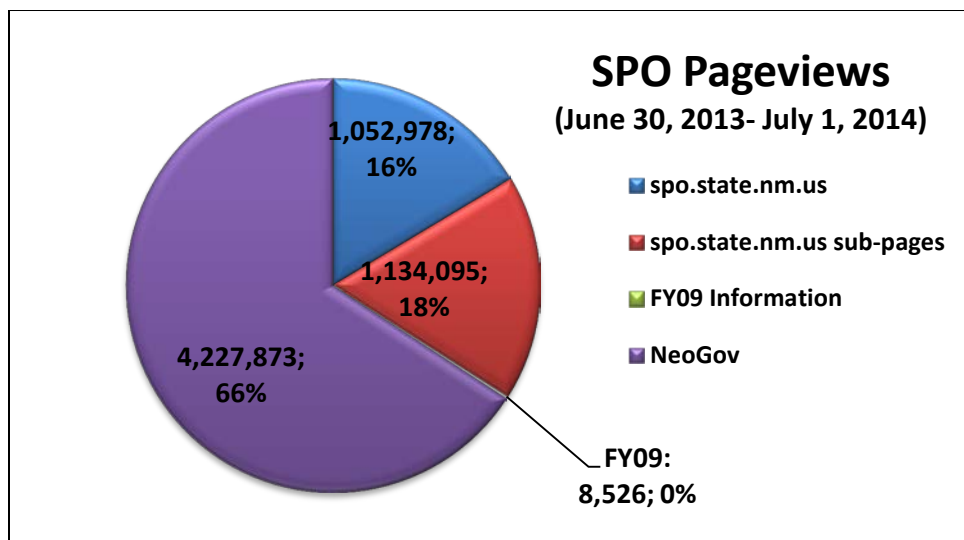
Improvements in the recruitment and selection system will improve an agency's ability to hire and retain high performing and engaged employees. There will always be turnover; however, if the turnover rate was reduced by 50%, the state could save \$61 million in costs.

SPO's Online Presence

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

The new website also includes access to register for trainings, information on every division within SPO, and dedicated space to update users of any office closures.

In FY14, the total number of page views the SPO website received was 2,195,599.



Appendix

Appendix A – Industry & Economic Data Sources

Appendix B – Salary Distribution of Classified Employees

Appendix C – Legislative Fiscal Year Increase in Detail

Appendix D – 14 Year Comparator Market Average Classified Salary

Appendix E – Classified Service Salary Structure

Appendix F – New Mexico County Demographics

Appendix G – Average Salary Data by Agency

Appendix H – Alternative Pay Band Assignments

Appendix I – New Structure General Classification Framework

Appendix A –Industry & Economic Data Sources

WorldatWork Total Salary Increase Budget Survey:	WorldatWork is a global, not-for-profit professional association with more than 23,000 compensation, benefits and human resource professionals. For over three decades, the Salary Increase Budget Survey has been relied upon as the foundation that corporations and government agencies use to project their annual salary budget increases. This report is acknowledged as one of the longest running (40 years), most comprehensive and one of the largest surveys (5,252) participating organizations representing approximately 15 million employees) salary increase budget surveys. In July 2014, projections for 2015 indicated that participating organizations forecast average base pay increases of three and one-tenths percent (3.1%). Supporting data may be found at www.worldatwork.org .
The Conference Board:	Projections for 2015 indicate participating organizations forecast merit increases of three percent (3%). Supporting data may be found at http://www.conference-board.org .
The HayGroup:	HayGroup consultants are reporting that their clients plan to provide average salary increases of three percent (3%). These figures encompass over four hundred (400) U.S. organizations. Supporting data may be found at www.haygroup.com .
Culpepper:	Base salary increases in the U.S. are projected to remain at three percent (3.0%) in 2015, just as in 2014. Supporting data may be found at www.culpepper.com .
Mercer:	Mercer expects that among midsize and large employers across the U.S., the average raise in base pay is expected to be three percent (3.0%) in 2015, up slightly from two and nine-tenths percent (2.9%) percent in 2014. Supporting data may be found at www.mercerhr.com .
Towers Watson:	The Towers Watson Compensation Survey of 910 U.S. companies, conducted in June and July of 2014, indicates that companies are planning pay increases that will average three percent (3.0%) in 2015 for their salaried non-management employees www.towerswatson.com .
Aon Hewitt:	The Aon Hewitt U. S. Salary Increase Survey indicates that organizations plan on providing a three percent (3.0%) average salary increase in 2015, the same as in 2014. The 38th annual survey is based on data collected during June and July, 2014 from over 1,000 organizations. Supporting data may be found at www.hewittassociates.com .
Empsight International LLC:	Empsight finds that U.S. salary merit increases for 2015 are forecasted to be three percent (3.0%) according to a survey of 251 large, multinational companies.
Compensation.BLR.com:	BLR Reports that, for 2015, the most commonly reported increase rate for non-management exempt employees is two and five-tenths percent to three percent (2.5%-3.0%) and three percent to three and five-tenths percent (3.0%-3.5%) for management employees.
Payscale:	Payscale reports that national data shows an optimistic average of a four and five-tenths (4.5%) salary increase for employees, including manager groups, for 2015.

Integrated Healthcare Strategies:	Integrated Healthcare Strategies reports that, across healthcare fields, an average of a three percent (3.0%) increase is reported for 2015.
Bloomberg BNA:	Bloomberg BNA consultants report a two percent (2.0%) increase in response to wage pressures, including retention.
Buck Consultants :	Buck Consultants reports a three percent (3%) increase nationally, a result they claim is the “new normal.”
United States Bureau of Labor Statistics:	The Bureau of Labor Statistics of the U.S. Department of Labor is the principal Federal agency responsible for measuring labor market activity, working conditions and price changes in the economy. Its mission is to collect, analyze and disseminate essential economic information to support public and private decision-making. As an independent statistical agency, BLS serves its diverse user communities by providing products and services that are objective, timely, accurate and relevant. Supporting data may be found at www.bls.gov
New Mexico Department of Workforce Solutions:	This state agency in New Mexico is responsible for measuring labor market activity, working conditions and price changes in the statewide economy. One of its roles is to collect, analyze and disseminate essential economic information to support public and private decision-making. Supporting data may be found at www.dws.state.nm.us

Appendix B – Salary Distribution of Classified Employees

Percentage Salary Distribution of Classified Employees						
	2003	2008	2011	2012	2013	2014
Below \$10,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
\$10,000-\$20,000	13.73%	2.7%	2.1%	2.3%	2.4%	1.8%
\$20,000-\$30,000	36.43%	23.1%	23.7%	22.2%	22.1%	18.5%
\$30,000-\$40,000	24.89%	29.6%	29.0%	30.9%	31.0%	30.0%
\$40,000-\$50,000	14.81%	19.3%	19.5%	19.3%	19.3%	20.5%
\$50,000-\$60,000	6.05%	12.6%	12.1%	11.7%	11.5%	12.7%
\$60,000-\$70,000	2.80%	6.5%	7.0%	6.9%	7.0%	7.9%
\$70,000-\$80,000	0.88%	3.6%	3.6%	3.6%	3.6%	4.4%
\$80,000-\$90,000	0.07%	1.6%	1.8%	1.9%	2.0%	2.3%
\$90,000-\$100,000	0.08%	0.59%	0.71%	0.7%	0.7%	1.2%
Above \$100,000	0.25%	0.41%	0.47%	0.45%	0.4%	0.7%

Appendix C– Legislative Fiscal Year Increase in Detail

Date	Legislative Increase	Other	General Fund Appropriation
7/5/2014	3.0%	<ul style="list-style-type: none"> • \$13,973,968 GF to provide a 3% salary increase effective the first full pay period after 7/1/2013 to for both union & non-union classified employees who have completed their probationary period and subject to a satisfactory job evaluation. Employees who reach the end of probationary status between 7/5/14 and 6/30/15 will receive this increase effective the first pay period following anniversary date. • An additional \$2,000,000 GF was given for salary adjustments in specific classified job classification to be identified by SPO & DFA as trouble with recruitment & retention 	\$15,973,968
7/6/2013	1.0%	<ul style="list-style-type: none"> • Additional 3% was given to commissioned officers in the Motor Transportation Division for a total of 4%. 	\$8,197,068
7/1/2011	0.0%		-
7/1/2010	0.0%		-
7/1/2009	0.0%		-
7/1/2008	2.9%		-
7/1/2007	4.5%	<ul style="list-style-type: none"> • Bring 86 employees to \$7.50/hr. • 5% to MTD/SID Officers at DPS “in lieu” of FY08 pay package. • Additional 5% to Adult Correctional Officers and Public Defender Attorneys. • Additional 4% to Probation/Parole Officers, Librarian, Librarian Asst., Librarian Tech., Livestock/Meat Inspector, Dispatcher, Security Guard, Forensic Scientist O & A roles, Highway Maintainers, Civil Engineering Tech. Also HSD FAA’s, & CSLA. DOH Chemist; Microbiologist; Life, Physical & Social Science Tech. and Medical Scientist-Except Epidemiologist. 	\$29,661,100
7/1/2006	5.0%	<ul style="list-style-type: none"> • 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	1.8%	<ul style="list-style-type: none"> • Public Defender Attorneys – 1.75% + an additional 3.25% = 5.0% • Commissioned Officers at DPS = 5.0%. This includes MTD & SID Commissioned Officers. • Adult Probation & Parole Officers at the Department of Corrections 3.25% then the 1.75% General Salary Increase on top of the 3.25% • MVD Clerks at the Taxation & Revenue Department. \$585,000 given directly to agency in expansion request to bring clerks to 85% compa-ratio • Game and Fish Department: \$1,250,000 given to provide internal salary increases to Conservation Officers and other agency staff. Worked with department to develop internal pay plan. 	\$11,408,100
7/1/2004	2.0%		\$9,100,600
7/1/2003	3.1%		\$5,810,000
7/1/2002	0.0%		\$0
7/1/2001	5.0%		\$8,514,600

*Full cost includes state paid benefits.

Appendix D – 14 Year Comparator Market Average Classified Salary

Year	8 State Average	New Mexico	Percent NM to Market
2001	\$35,116	\$31,858	-10.2%
2002	\$34,809	\$32,558	-6.9%
2003	\$36,249	\$33,426	-8.4%
2004	\$37,418	\$34,018	-10.0%
2005	\$37,157	\$35,834	-3.7%
2006	\$39,274	\$37,918	-3.6%
2007	\$39,787	\$38,820	-2.5%
2008	\$41,712	\$42,099	0.9%
2009	\$43,398	\$42,058	-3.2%
2010	\$43,671	\$41,986	-4.0%
2011	\$43,367	\$41,995	-3.3%
2012	\$43,590	\$41,912	-3.8%
2013	\$42,522	\$41,912	-1.5%
2014	\$42,190	\$43,576	-3.2%

Appendix E – Classified Service Salary Structure

Classified Service Salary Structure					
Pay Band	Minimum	Midpoint	Maximum	Midpoint Progression	Band Width
25	\$15,600	\$20,714	\$26,312	-	69%
30	\$16,245	\$22,265	\$28,267	7%	74%
35	\$17,618	\$24,140	\$30,659	8%	74%
40	\$19,261	\$26,375	\$33,488	9%	74%
45	\$21,195	\$29,039	\$36,878	10%	74%
50	\$23,525	\$32,215	\$40,914	11%	74%
55	\$26,229	\$35,944	\$45,656	12%	74%
60	\$28,766	\$39,413	\$50,045	10%	74%
65	\$31,782	\$43,549	\$55,307	10%	74%
70	\$35,381	\$48,479	\$61,568	11%	74%
75	\$39,686	\$54,355	\$69,035	12%	74%
80	\$44,782	\$61,359	\$77,917	13%	74%
85	\$50,898	\$69,709	\$88,525	14%	74%
90	\$58,136	\$79,649	\$101,150	14%	74%
95	\$66,810	\$91,525	\$116,230	15%	74%
96	\$77,147	\$105,674	\$134,202	15%	74%
97	\$89,461	\$122,539	\$155,626	16%	74%
98	\$104,125	\$142,626	\$181,126	16%	74%

Appendix F – New Mexico County Demographics

County Demographics				State Classified Demographics			State Classified Comparison	
County	Population	Average Age	Average Salary	FTE	Average Age	Average Salary	% of County Population Employed by the State	Salary Difference
Bernalillo	674,221	36.4	\$43,472	3,671	45.6	\$ 44,307	0.54%	\$835
Catron	3,607	57.6	\$26,624	23	43.2	\$ 35,200	0.64%	\$8,576
Chaves	65,823	35	\$33,540	648	45.9	\$ 40,689	0.98%	\$7,149
Cibola	27,335	36.6	\$35,360	341	41.7	\$ 37,053	1.25%	\$1,693
Colfax	13,094	46.3	\$31,304	384	46.2	\$ 42,077	2.93%	\$10,773
Curry	50,598	31	\$34,060	185	45.0	\$ 40,035	0.37%	\$5,975
De Baca	1,907	47	\$39,000	16	46.8	\$ 35,186	0.84%	-\$3,814
Doña Ana	213,460	32.5	\$35,204	1,286	43.1	\$ 40,399	0.60%	\$5,195
Eddy	55,471	37.2	\$52,052	176	46.3	\$ 39,541	0.32%	-\$12,511
Grant	29,328	46.7	\$37,960	384	46.0	\$ 36,712	1.31%	-\$1,248
Guadalupe	4,551	40.1	\$26,936	53	44.7	\$ 35,569	1.16%	\$8,633
Harding	693	53.8	\$38,740	8	49.9	\$ 33,468	1.15%	-\$5,272
Hidalgo	4,654	40.2	\$36,504	52	48.0	\$ 36,908	1.12%	\$404
Lea	68,062	31.9	\$53,196	169	45.7	\$ 40,515	0.25%	-\$12,681
Lincoln	20,105	49.9	\$30,004	120	46.4	\$ 36,925	0.60%	\$6,921
Los Alamos	17,798	44	\$80,028	11	49.9	\$ 49,770	0.06%	-\$30,258
Luna	24,659	38.5	\$32,812	219	46.0	\$ 39,504	0.89%	\$6,692
McKinley	73,308	31.2	\$32,396	185	45.5	\$ 39,642	0.25%	\$7,246
Mora	4,704	46.3	\$30,264	22	43.9	\$ 33,847	0.47%	\$3,583
Otero	65,616	35.9	\$34,424	216	46.6	\$ 38,745	0.33%	\$4,321
Quay	8,662	45.5	\$29,900	122	46.2	\$ 35,752	1.41%	\$5,852
Rio Arriba	40,072	39.3	\$32,656	175	43.0	\$ 37,484	0.44%	\$4,828
Roosevelt	19,955	28.8	\$30,524	58	45.5	\$ 38,575	0.29%	\$8,051
Sandoval	126,503	34	\$41,132	285	45.3	\$ 41,764	0.23%	\$632
San Juan	28,541	41.2	\$45,396	1,094	43.8	\$ 36,025	3.83%	-\$9,371
San Miguel	136,575	39.5	\$29,432	221	43.0	\$ 38,330	0.16%	\$8,898
Santa Fe	147,423	44.1	\$49,244	6,283	46.4	\$ 51,247	4.26%	\$2,003
Sierra	11,572	53.8	\$28,080	238	49.1	\$ 35,641	2.06%	\$7,561
Socorro	17,584	35.8	\$36,244	95	46.3	\$ 39,247	0.54%	\$3,003
Taos	33,035	45.8	\$30,472	148	45.9	\$ 40,264	0.45%	\$9,792
Torrance	15,717	40.8	\$31,356	77	44.6	\$ 35,538	0.49%	\$4,182
Union	4,370	40	\$32,344	33	47.2	\$ 34,520	0.76%	\$2,176
Valencia	76,284	38.7	\$30,472	842	41.2	\$ 34,717	1.10%	\$4,245

Appendix G – Average Salary Data By Agency

BU Name	Average Salary	Average Compa-Ratio	Employee Count
Adult Parole Board	\$32,708	92%	5
Aging & Long-Term Services Department	\$50,797	108%	206
Architect Examiners Board	\$39,624	123%	1
Board of Nursing	\$52,023	111%	18
Border Development Authority	\$43,844	95%	2
Children, Youth & Families Department	\$43,661	99%	1,841
Com for Deaf/Hard of Hearing	\$44,855	109%	11
Commission for the Blind	\$42,104	102%	57
Commission of Public Records	\$46,759	100%	35
Crime Victims Reparation Commission	\$41,266	93%	19
Department of Cultural Affairs	\$40,468	103%	420
Department of Environment	\$55,762	107%	550
Department of Finance & Administration	\$56,163	107%	132
Department of Game & Fish	\$46,664	104%	254
Department of Health	\$41,228	102%	3,225
Department of Indian Affairs	\$53,719	112%	7
Department of Public Safety	\$44,702	102%	533
Department of Transportation	\$42,009	101%	2,164
Department of Veteran Services	\$37,816	100%	32
Department of Workforce Solutions	\$39,003	95%	438
Department of Information Technology	\$62,217	107%	180
Department of Vocational Rehabilitation	\$46,629	102%	239
Developmental Disabilities Planning Commission	\$42,216	99%	14
Economic Development Department	\$51,251	102%	39
Educational Retirement Board	\$53,763	107%	51
Energy, Minerals & Natural Resources Department	\$40,270	98%	478
EXPO New Mexico	\$42,105	107%	22
Gaming Control Board	\$50,202	114%	45
General Services Department	\$43,144	106%	238
Governor's Comm. on Disability	\$47,017	102%	11
Higher Education Department	\$54,266	108%	37
Homeland Security & Emergency Management	\$57,677	110%	40
Human Services Department	\$41,676	96%	1,774
Livestock Board	\$40,210	92%	56
Medical Examiners Board	\$53,953	111%	12
Military Affairs	\$40,690	104%	102
Miners Colfax Medical Center	\$50,961	99%	220
New Mexico Corrections Department	\$38,478	92%	1,903
NM Education Trust Board	\$92,899	117%	1
Office of the State Engineer	\$55,480	104%	288
Office of African American Affairs	\$39,268	88%	4
Office of Natural Resources Trustee	\$66,535	112%	3

BU Name	Average Salary	Average Compa-Ratio	Employee Count
Professional Engineers & Land Surveyors Board	\$36,259	98%	4
Public Defender	\$51,292	98%	366
Public Education Department	\$58,199	111%	204
Public Employee Retirement Association	\$52,745	111%	59
Public Regulation Commission	\$52,454	104%	128
Public School Insurance Authority	\$49,523	108%	8
Regulation & Licensing Department	\$46,592	105%	236
Retiree Health Care Authority	\$47,781	102%	22
Secretary of State	\$44,295	107%	41
Spaceport Authority	\$67,871	100%	8
State Auditor	\$57,976	105%	22
State Investment Council	\$81,709	109%	18
State Land Office	\$51,351	108%	140
State Personnel Board	\$56,123	109%	45
State Racing Commission	\$40,343	100%	11
State Treasurer	\$59,729	109%	24
Superintendent of Insurance	\$49,756	108%	67
Taxation & Revenue Department	\$40,788	102%	968
Tourism Department	\$37,298	99%	54
Veterinary Examiners Board	\$27,352	107%	2
Workers Compensation Admin	\$45,029	104%	99
Youth Conservation Corps	\$59,218	106%	2

Appendix H – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts to Band
BUSINESS AND FINANCIAL OPERATIONS			
C10791	LABOR RELATIONS	75	70
C11111	PROCESS IMPROVEMENT	75	70
C20100	CERTIFIED PUBLIC	85	80
C20121	STATE AUDITOR I	65	60
C20122	STATE AUDITOR II	70	65
C20123	STATE AUDIT AUDITOR	85	75
C20131	TAX AUDITOR I	60	55
C20132	TAX AUDITOR II	65	60
C20133	TAX AUDITOR III	70	65
C20134	TAX AUDITOR IV	75	70
C2013S	TAX AUDITOR SUPV	80	75
C20211	GEN CERT REAL ESTATE	80	70
C20501	RETIREMENT SPECIALIST,	55	50
C20502	RETIREMENT SPECIALIST,	60	55
C2050S	RETIREMENT SPECIALIST,	65	60
C2061A	FINANCIAL EXAMINER-A	70	65
C2061B	FINANCIAL EXAMINER-B	60	55
C2061O	FINANCIAL EXAMINER-O	65	60
C63111	UI TAX REPRESENTATIVE	55	55
C63112	UI TAX REPRESENTATIVE	60	60
C6311S	UI TAX REPRESENTATIVE	65	65
COMPUTER AND MATHEMATICS			
D10221	IT ARCHITECT	90	80
D10231	IT BUSINESS ANALYST	85	75
D10241	IT PROJECT MANAGER	85	70
D10251	IT APPLICATIONS DEVELOPER 1	70	55
D10252	IT APPLICATIONS DEVELOPER 2	75	60
D10253	IT APPLICATIONS DEVELOPER 3	85	65
D10261	IT GENERALIST 1	75	60
D10262	IT GENERALIST 2	85	70
D10271	IT DATABASE ADMINISTRATOR	70	60
D10272	IT DATABASE ADMINISTRATOR	80	65
D10281	IT SYSTEMS MANAGER 1	65	50
D10282	IT SYSTEMS MANAGER 2	70	55
D10283	IT SYSTEMS MANAGER 3	80	65
D10284	IT SYSTEMS MANAGER 4	85	70
D10291	IT NETWORK SPECIALIST 1	70	55
D10292	IT NETWORK SPECIALIST 2	75	60
D10293	IT NETWORK SPECIALIST 3	80	70
D10301	IT TECHNICAL SUPPORT	60	45
D10302	IT TECHNICAL SUPPORT	65	50

Job Code	Classification Title	Pay Band	Reverts to Band
D10303	IT TECHNICAL SUPPORT	70	55
D2011A	ACTUARY-A	75	70
D2011B	ACTUARY-B	65	60
D2011O	ACTUARY-O	70	65
D2031A	OPERATION RESEARCH	70	65
D2031B	OPERATION RESEARCH	60	55
D2031O	OPERATION RESEARCH	65	60
ARCHITECTURE & ENGINEERING			
E1022A	SURVEYOR-A	80	75
E1022B	SURVEYOR-B	70	65
E1022O	SURVEYOR-O	75	70
E1022S	SURVEYOR SUPV	85	80
E2051A	CIVIL ENGINEER -A	80	75
E2051B	CIVIL ENGINEER -B	70	65
E2051O	CIVIL ENGINEER -O	75	70
E2051S	CIVIL ENGINEER SUPV	85	80
E2071A	ELECTRICAL ENGINEER-A	80	75
E2071B	ELECTRICAL ENGINEER-B	70	65
E2071O	ELECTRICAL ENGINEER-O	75	70
E2081A	ENVIRONMENTAL ENGINEER-	75	70
E2081B	ENVIRONMENTAL ENGINEER-	65	60
E2081O	ENVIRONMENTAL ENGINEER-	70	65
E2082A	ENVIRONMENTAL SPECIALIST-	75	70
E2082B	ENVIRONMENTAL SPECIALIST-	65	60
E2082O	ENVIRONMENTAL SPECIALIST-	70	65
E2111A	HEALTHCARE SURVEYOR-A	70	65
E2111B	HEALTHCARE SURVEYOR-B	60	55
E2111O	HEALTHCARE SURVEYOR-O	65	60
E2111S	HEALTHCARE SURVEYOR SUPV	75	70
E2141A	MECHANICAL ENGINEER-A	80	75
E2141B	MECHANICAL ENGINEER-B	70	65
E2141O	MECHANICAL ENGINEER-O	75	70
E2152A	MINING & GEOLOGICAL	75	70
E2152B	MINING & GEOLOGICAL	65	60
E2152O	MINING & GEOLOGICAL	70	65
E2152S	MINING & GEOLOGICAL	80	75
E2171A	PETROLEUM SPECIALIST-A	80	75
E2171B	PETROLEUM SPECIALIST-B	70	65
E2171O	PETROLEUM SPECIALIST-O	75	70
E2171S	PETROLEUM SPECIALIST SUPV	85	80
E2199A	ENGINEER, ALL OTHER-PE-A	80	75
E2199B	ENGINEER, ALL OTHER-PE-B	70	65
E2199O	ENGINEER, ALL OTHER-PE-O	75	70
E3000A	ENGINEER SPECIALIST, ALL	80	75
E3000B	ENGINEER SPECIALIST, ALL	70	65
E3000O	ENGINEER SPECIALIST, ALL	75	70
E3000S	ENGINEER SPECIALIST, ALL	85	80

Job Code	Classification Title	Pay Band	Reverts to Band
E3022A	CIVIL ENGINEERING	60	55
E3022B	CIVIL ENGINEERING	50	45
E3022O	CIVIL ENGINEERING	55	50
E3022S	CIVIL ENGINEERING	65	60
E30611	PUBLIC UTILITIES ENGINEER	85	75
E40495	SPACEPORT AEROSPACE	90	75
LIFE, PHYSICAL, & SCIENCE OCCUPATIONS			
F2041A	ENVIRONMENTAL SCIENTIST &	75	65
F2041B	ENVIRONMENTAL SCIENTIST &	65	55
F2041O	ENVIRONMENTAL SCIENTIST &	70	60
F2041S	ENVIRONMENTAL SCIENTIST &	80	70
F2042A	GEOSCIENTST,XCPT	75	70
F2042B	GEOSCIENTST,XCPT	65	60
F2042O	GEOSCIENTST,XCPT	70	65
F2042S	GEOSCIENTST,XCPT	80	75
F2043A	HYDROLOGIST-A	75	70
F2043B	HYDROLOGIST-B	65	60
F2043O	HYDROLOGIST-O	70	65
F2043S	HYDROLOGIST SUPV	80	75
F30111	PUBLIC UTILITIES ECONOMIST	80	70
F3011A	ECONOMIST-A	80	70
F3011B	ECONOMIST-B	70	60
F3011O	ECONOMIST-O	75	65
F3011S	ECONOMIST SUPV	85	75
F4092A	FORENSIC SCIENTIST 2	80	60
F4092O	FORENSIC SCIENTIST 1	75	55
F4092S	FORENSIC SCIENTIST	85	65
COMMUNITY & SOCIAL SERVICES			
G10501	CHILD SUPPORT LEGAL	60	55
G10502	CHILD SUPPORT LEGAL	65	60
G10601	FAMILY ASSISTANCE ANALYST	60	55
G10602	FAMILY ASSISTANCE ANALYST	65	60
G10701	HSD QUALITY ASSURANCE	70	65
G1070S	HSD QUALITY ASSURANCE	75	70
G10901	PROBATION PAROLE OFFICER 1	65	60
G10902	PROBATION PAROLE OFFICER 2	70	65
G1090S	PROBATION PAROLE OFFICER	75	70
LEGAL OCCUPATIONS			
H10112	PUBLIC DEFENDER 2	75	70
H10113	PUBLIC DEFENDER 3	80	75
H10114	PUBLIC DEFENDER 4	85	80
H30114	ATTORNEY IV	85	80
EDUCATION & TRAINING OCCUPATIONS			
I4021A	LIBRARIAN-A	70	65
I4021B	LIBRARIAN-B	60	55
I4021O	LIBRARIAN-O	65	60

Job Code	Classification Title	Pay Band	Reverts to Band
I4021S	LIBRARIAN-SUPV	75	70
I4031A	LIBRARIAN TECHNICIAN-A	50	45
I4031B	LIBRARIAN TECHNICIAN-B	40	35
I4031O	LIBRARIAN TECHNICIAN-O	45	40
I90311	COORDINATOR - CLASSROOM	70	65
HEALTHCARE PRACTITIONERS & TECHNICAL			
K1021A	DENTIST, GENERAL-A	90	80
K1021B	DENTIST, GENERAL-B	80	70
K1021O	DENTIST, GENERAL-O	85	75
K1021S	DENTIST, GENERAL SUPV	95	85
K1051A	PHARMACIST-A	90	70
K1051B	PHARMACIST-B	80	60
K1051O	PHARMACIST-O	85	65
K1051S	PHARMACIST SUPV	95	75
K10621	PHYSICIAN	99	80
K1062A	FAMILY & GENERAL	97	85
K1062B	FAMILY & GENERAL	95	75
K1062O	FAMILY & GENERAL	96	80
K1062S	FAMILY & GENERAL	98	90
K10661	CLINICAL PSYCHOLOGIST I	85	75
K10662	CLINICAL PSYCHOLOGIST II	90	80
K1066A	PSYCHIATRIST-A	97	85
K1066B	PSYCHIATRIST-B	95	75
K1066O	PSYCHIATRIST-O	96	80
K1066S	PSYCHIATRIST SUPV	98	90
K10701	PHYSICIAN ASSISTANT	85	70
K1070S	PHYSICIAN ASSISTANT SUPV	90	75
K10801	CERTIFIED NURSE	85	70
K10802	CERTIFIED NURSE MIDWIFE	85	70
K10803	CLINICAL NURSE SPECIALIST	85	70
K1111A	REGISTERED NURSE-A	75	65
K1111B	REGISTERED NURSE-B	65	55
K1111O	REGISTERED NURSE-O	70	60
K1111S	REGISTERED NURSE SUPV	80	70
K1122A	OCCUPATIONAL THERAPIST-A	80	65
K1122B	OCCUPATIONAL THERAPIST-B	70	55
K1122O	OCCUPATIONAL THERAPIST-O	75	60
K1122S	OCCUPATIONAL THERAPIST	85	70
K1123A	PHYSICAL THERAPIST-A	80	65
K1123B	PHYSICAL THERAPIST-B	70	55
K1123O	PHYSICAL THERAPIST-O	75	60
K1123S	PHYSICAL THERAPIST SUPV	85	70
K1126A	RESPIRATORY THERAPIST-A	60	50
K1126B	RESPIRATORY THERAPIST-B	50	40
K1126O	RESPIRATORY THERAPIST-O	55	45
K1127A	SPEECH-LANGUAGE	75	65
K1127B	SPEECH-LANGUAGE	65	55

Job Code	Classification Title	Pay Band	Reverts to Band
K11270	SPEECH-LANGUAGE	70	60
K1131A	VETERINARIAN-A	85	80
K1131B	VETERINARIAN-B	75	70
K1131O	VETERINARIAN-O	80	75
K2021A	DENTAL HYGIENIST-A	70	55
K2021B	DENTAL HYGIENIST-B	60	45
K2021O	DENTAL HYGIENIST-O	65	50
K2034A	RADIOLOGIC TECHNOLOGIST	60	55
K2034B	RADIOLOGIC TECHNOLOGIST	50	45
K2034O	RADIOLOGIC TECHNOLOGIST	55	50
K2034S	RADIOLOGIC TECHNOLOGIST	65	60
HEALTHCARE SUPPORT OCCUPATIONS			
L9091A	DENTAL ASSISTANT-A	50	35
L9091B	DENTAL ASSISTANT-B	40	25
L9091O	DENTAL ASSISTANT-O	45	30
PROTECTIVE SERVICES OCCUPATIONS			
M30123	CORRECTIONAL OFFICER	65	55
M30124	CORRECTIONAL OFFICER	70	60
M30125	CORRECTIONAL OFFICER	80	70
M3012A	CORRECTIONAL OFFICER &	60	50
M3012B	CORRECTIONAL OFFICER &	50	40
M3012O	CORRECTIONAL OFFICER &	55	45
M3051A	POLICE & SHERIFF PATROL	75	65
M3051B	POLICE & SHERIFF PATROL	65	55
M3051O	POLICE & SHERIFF PATROL	70	60
M3051S	POLICE & SHERIFF PATROL	85	80
M33011	STIU INVESTIGATOR	70	65
M40101	EMERGENCY MANAGEMENT	65	60
M40102	HOMELAND SECURITY	70	65
M9032A	SECURITY GUARD-A	45	35
M9032B	SECURITY GUARD-B	35	25
M9032O	SECURITY GUARD-O	40	30
M9032S	SECURITY GUARD SUPV	50	40
SALES & RELATED OCCUPATIONS			
Q20101	ECONOMIC DEVELOPMENT	75	65
Q20102	ECONOMIC DEVELOPMENT	80	70
Q3031A	SECURITIES, COMMODITIES, &	95	70
Q3031B	SECURITIES, COMMODITIES, &	85	60
Q3031O	SECURITIES, COMMODITIES, &	90	65
Q3031S	SECURITIES, COMMODITIES, &	96	75
OFFICE & ADMINISTRATIVE SUPPORT			
R4030S	MVD AGENT SUPERVISOR	65	60
R40311	MVD AGENT	50	45
R40312	MVD AGENT SENIOR	55	50
R4032S	MVD STAFF ADMINISTRATOR	70	65
R4121A	LIBRARY ASSISTANT, CLERICAL-	35	30
R4121O	LIBRARY ASSISTANT, CLERICAL-	30	25

Job Code	Classification Title	Pay Band	Reverts to Band
FARMING & FISHING & FORESTRY			
S20101	LIVESTOCK INSPECTOR 1	60	55
S20102	LIVESTOCK INSPECTOR 2	65	60
S2010S	LIVESTOCK INSPECTOR SUPV	70	65
CONSTRUCTION & EXTRACTION			
T2111A	ELECTRICIAN-A	55	50
T2111B	ELECTRICIAN-B	45	40
T2111O	ELECTRICIAN-O	50	45
T2111S	ELECTRICIAN SUPV	60	55
T2152A	PLUMBER, PIPEFITTER, &	55	50
T2152B	PLUMBER, PIPEFITTER, &	45	40
T2152O	PLUMBER, PIPEFITTER, &	50	45
T2152S	PLUMBER, PIPEFITTER, &	60	55
T40111	CONSTRUCTION & BLDG	60	55
T40112	CONSTRUCTION & BLDG	65	60
T4011A	CONSTRUCTION & BUILDING	65	60
T4011B	CONSTRUCTION & BUILDING	55	50
T4011O	CONSTRUCTION & BUILDING	60	55
T4011S	CONSTRUCTION & BLDG	70	65
T4051A	HIGHWAY MAINTENANCE	55	50
T4051B	HIGHWAY MAINTENANCE	45	40
T4051O	HIGHWAY MAINTENANCE	50	45
T4051S	HIGHWAY MAINTENANCE	60	55
INSTALLATION, MAINTENANCE & REPAIR			
U3011A	AIRCRAFT MECHANICS &	75	55
U3011B	AIRCRAFT MECHANICS &	65	45
U3011O	AIRCRAFT MECHANICS &	70	50
U9021A	HEATING, AIR CONDITIONING,	55	50
U9021B	HEATING, AIR CONDITIONING,	45	40
U9021O	HEATING, AIR CONDITIONING,	50	45
U9021S	HEATING, AIR CONDITIONING,	60	55
TRANSPORTATION & MATERIAL MOVING			
W2011A	AIRLINE PILOT-A	70	65
W2011B	AIRLINE PILOT-B	60	55
W2011O	AIRLINE PILOT-O	65	60
W20495	SPACEPORT FLIGHT CONTROL	80	65
MANAGER OCCUPATIONS			
X10100	LINE I - DENTAL	95	65
X10125	LINE I - ECONOMICS	70	65
X10150	LINE I - ENGINEERING	70	65
X10200	LINE I - ENVIRONMENTAL	70	65
X10250	LINE I - FORENSIC SCIENCE	80	65
X10300	LINE I - HOSPITAL	80	65
X10350	LINE I - IT	75	65
X10400	LINE I - NURSING	75	65
X10450	LINE I - NUTRITION/DIETITIAN	70	65

Job Code	Classification Title	Pay Band	Reverts to Band
X10500	LINE I - OT/PT/SLP	80	65
X10550	LINE I - PHARMACY	85	65
X10600	LINE I - PSYCHIATRY	98	65
X10650	LINE I - PHYSICIAN	98	65
X10700	LINE I - MTD/SID	75	65
X20100	LINE II - DENTAL	95	70
X20125	LINE II - ECONOMICS	75	70
X20150	LINE II - ENGINEERING	75	70
X20200	LINE II - ENVIRONMENTAL	75	70
X20250	LINE II - FORENSIC SCIENCE	80	70
X20300	LINE II - HOSPITAL	85	70
X20350	LINE II - IT	80	70
X20400	LINE II - NURSING	80	70
X20450	LINE II - NUTRITION/DIETITIAN	75	70
X20500	LINE II - OT/PT/SLP	85	70
X20550	LINE II - PHARMACY	90	70
X20600	LINE II - PSYCHIATRY	98	70
X20650	LINE II - PHYSICIAN	98	70
X20700	LINE II - MTD/SID	80	70
X30100	STAFF - DENTAL	95	75
X30111	CONSTRUCTION - PROJECT	75	70
X30125	STAFF - ECONOMICS	80	75
X30150	STAFF - ENGINEERING	80	75
X30200	STAFF - ENVIRONMENTAL	80	75
X30250	STAFF - FORENSIC SCIENCE	85	75
X30300	STAFF - HOSPITAL	90	75
X30350	STAFF - IT	85	75
X30400	STAFF - NURSING	80	75
X30450	STAFF - NUTRITION/DIETITIAN	80	75
X30500	STAFF - OT/PT/SLP	90	75
X30550	STAFF - PHARMACY	95	75
X30600	STAFF - PSYCHIATRY	98	75
X30650	STAFF - PHYSICIAN	98	75
X30700	STAFF - MTD/SID	85	75
X30795	IT COMMUNICATIONS	85	75
X34031	MVD BUREAU CHIEF	80	75
X40100	ADMIN/OPS I - DENTAL	95	80
X40150	ADMIN/OPS I - ENGINEERING	85	80
X40200	ADMIN/OPS I -	85	80
X40250	ADMIN/OPS I - FORENSIC	90	80
X40300	ADMIN/OPS I - HOSPITAL	95	80
X40350	ADMIN/OPS I - IT	90	80
X40400	ADMIN/OPS I - NURSING	85	80
X40450	ADMIN/OPS I -	85	80
X40495	SPACEPORT OPERATIONS	85	80
X40500	ADMIN/OPS I - OT/PT/SLP	95	80
X40550	ADMIN/OPS I - PHARMACY	96	80

Job Code	Classification Title	Pay Band	Reverts to Band
X40600	ADMIN/OPS I - PSYCHIATRY	98	80
X40650	ADMIN/OPS I - PHYSICIAN	98	80
X40700	ADMIN/OPS I - MTD/SID	90	80
X50100	ADMIN/OPS II - DENTAL	95	85
X50150	ADMIN/OPS II - ENGINEERING	90	85
X50200	ADMIN/OPS II -	90	85
X50250	ADMIN/OPS II - FORENSIC	95	85
X50300	ADMIN/OPS II - HOSPITAL	96	85
X50350	ADMIN/OPS II - IT	95	85
X50400	ADMIN/OPS II - NURSING	90	85
X50420	RLD ELECTRICAL BUREAU	85	85
X50500	ADMIN/OPS II - OT/PT/SLP	95	85
X50550	ADMIN/OPS II - PHARMACY	97	85
X50600	ADMIN/OPS II - PSYCHIATRY	98	85
X50650	ADMIN/OPS II - PHYSICIAN	98	85
X50700	ADMIN/OPS II - MTD/SID	95	85
X52012	ADMIN/OPS II - STATE AUDIT	90	85
X60100	GENERAL I - DENTAL	95	90
X60150	GENERAL I - ENGINEERING	95	90
X60200	GENERAL I - ENVIRONMENTAL	95	90
X60250	GENERAL I - FORENSIC SCIENCE	96	90
X60300	GENERAL I - HOSPITAL	97	90
X60350	GENERAL I - IT	95	90
X60500	GENERAL I - OT/PT/SLP	95	90
X60550	GENERAL I - PHARMACY	97	90
X60600	GENERAL I - PSYCHIATRY	98	90
X60650	GENERAL I - PHYSICIAN	98	90
X60700	GENERAL I - MTD/SID	95	90
X61062	PHYSICIAN MANAGER	99	90
X70250	GENERAL II - FORENSIC	96	95
X70300	GENERAL II - HOSPITAL	98	95
X70350	GENERAL II - IT	96	95
X70550	GENERAL II - PHARMACY	97	95
X70600	GENERAL II - PSYCHIATRY	98	95
X70650	GENERAL II - PHYSICIAN	98	95
X80300	EXECUTIVE - HOSPITAL	98	96
X80550	EXECUTIVE - PHARMACY	97	96
X80600	EXECUTIVE - PSYCHIATRY	98	96
X80650	EXECUTIVE - PHYSICIAN	98	96

Appendix I – New Structure General Classification Framework

Group A: Architecture, Engineering, and Surveying
• Architecture
• Engineering
• Engineering, Geological and Surveying Technical
• Surveying
• Urban and Regional Planning
Group B: Business and Financial Occupations
• Accounting
• Actuary
• Auditing
• Budget
• Business Operations
• Claims
• Compliance
• Economic Development
• Finance
• Process Analysis
• Public Relations
• Purchasing
• Real Estate Appraisal and Assessment
• Statistics
• Tax
Group C: Community and Social Services
• Child Protective Services
• Clergy
• Eligibility Determination
• Health Education
• Health Services Quality Assurance
• Social and Community Services
• Social Work
Group E: Education and Training
• Criminal Justice and Law Enforcement Education
• Education Administration
• Instructional Coordination
• Non-Vocational Education and Training
Group F: Cultural Affairs
• Conservation
• Curator

• Exhibition
• History
• Libraries
• Media
Group G: Grounds Keeping and Cleaning
• Groundskeeping
• Janitorial
Group H: Healthcare
• Dentistry
• Dietetics and Nutrition
• Mid-level Practitioners
• Nursing
• Patient Care Services
• Pharmacy
• Physicians
• Veterinarians
• Dental Assistant
• Health and Safety
• Health Aide, Therapist
• Medical Records and Health Information
• Health Technologist/Technician
• Nursing Support
Group I: Information Technology
• IT Applications Development
• IT Project Management
• IT Administration
• IT Systems Management
• IT Technical Support
Group K: Skilled Trades and Labor
• Barbers
• Building Inspection
• Construction
• Electricians
• Farming
• Food Preparation
• Heavy Equipment, Aircraft and General Mechanics
• Heavy Equipment Operation
• Inspection, Testing, Sorting
• Laundry Services
• Plant and Systems Operations
• Plumbing

• Skilled Production and Manufacturing
• Woodworking
Group L: Legal
• Administrative Law and Hearings Services
• Arbitration, Mediation and Conciliatory Services
• Lawyer
• Legal Support
• Paralegal
• Public Defense
• Title Examination, Abstraction and Investigation
Group O: Office and Administrative Support
• Customer Service
• Office and Administrative Support
• State Government Interns and Aides
• Secretary
• Storekeeping
Group P: Protective Services
• Corrections
• 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
Group R: Human Resources
• Classification & Compensation
• HR Process Analyst
• Labor Relations
• Recruitment
• Training
Group T: Transportation and Materials Moving
• Flight Control
• Highway Maintenance
• School Bus Transportation

• Traffic Technician
• Transportation Inspection
• Airplane Pilot
Group Y: Life and Physical Sciences and Technical
• Anthropology and Archeology
• Chemistry
• Economics
• Environmental Science
• Epidemiology
• Geology
• Healthcare Surveyor
• Microbiology
• Natural Sciences
• Petroleum Specialist
• Physical Science
• Zoologist and Wildlife Biology