

2019 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 includes a summary of the status of the classified pay system and the results of the State of New Mexico's (State) annual compensation survey that includes total compensation. This document shall serve as the official report.

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

Personnel Act & Compensation Philosophy

Personnel Act

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

Compensation Philosophy

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

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

¹ NMAC 1.7.4.8(E).

² NMSA 1978 § 10-9-2.

Executive Summary

The classified service workforce consists of over 16,500 employees within 64 executive state agencies, boards and commissions. The State recognizes that its employees are its most valuable asset, and that these employees are critical to providing services to all New Mexicans. Employment with New Mexico state government represents a career in public service, and an opportunity to deliver excellence, accountability, and efficiency.

Both private and public employers seek to attract and retain qualified and dedicated employees to translate strategy into success. Accordingly, it is critical to have a sound compensation program that is externally competitive. The State continues to experience pressure as private and other public sector organizations are competing for the same workers that the State is trying to attract and retain. SPO has developed 7 pay lines to address market pricing issues -- IT, Engineering, Architecture, Attorneys, Social Services, General Administration, and Corrections—all of which have been approved by the SPB and are currently in use by agencies. In addition, one pay line--Health Care--has been approved by the SPB, and is scheduled to be implemented as of July 1, 2020, and two – Health Care Supports, and Human Resource Professionals – are in progress.

Classified Employee Pay compared to Market

The State strives to pay a competitive public sector salary, while remaining fiscally responsible in order to allow the State to compete with both private and public employers in the national geographic region as well as the local NM regional market. Currently, the State's annual classified employee average base salary is \$48,298. New Mexico ranks sixth in both the primary eight state Comparator market for public sector employee and total compensation (salary plus benefits). Both of these rankings indicate that New Mexico is behind the average within the national geographic region.

In 2001, the State's general salary schedule 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%. At that time, the prior Administration, working with the Legislature, budgeted vacancies at midpoint rather than at the minimum of the pay band, which practice continues. In a continuing effort to align the State's compensation practices with industry standards, the new pay lines described above have narrower pay band widths of 67% (IT), 60% (Engineering, Architecture, Attorneys, Social Services), and 40% (Corrections).

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

Use of Alternative Pay Bands

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

APBs were originally designed to only be used on an exception basis, to address compensation issues related to recruitment and retention that could not normally be handled within the General 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 market 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 with market competitive salaries, resulting in the SPB "temporarily" assigning job classifications to higher pay bands. These APBs are reviewed annually, and the Compensation and Classification Division presents recommendations to the State Personnel Board on renewing or discontinuing the temporary pay band assignment.

With the implementation of new occupationally based classification and salary schedules, the State has been able to greatly reduce the number of APB's by creating structures that are more responsive to movement in their respective markets. Each occupational group created removes significant numbers of classifications that previously required APBs to the General Salary Structure.

Total Compensation Components

Total compensation for employees consists not only of the cost of the direct salary received, but also includes the value (and cost to both employees and the State) for benefits provided to employees. Total compensation includes benefits of health, dental, life and disability insurance, pharmacy and vision insurance, retirement, deferred compensation, paid leave (annual, sick and holiday), compensatory time off, and all other types of leave.

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 the private sector, the State contributes significantly more to employees in both medical and retirement benefits.

Health insurance costs make up a significant portion of indirect benefit costs, and are a recruiting incentive for the State. Accordingly, the State should continue its efforts to review and manage its healthcare plan design in order to 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). Currently, the PERA retirement calculation considers both years of service, and average highest earnings. New Mexico PERA is considered one of the best retirement programs in the country.

It is important that employees be provided with a complete picture of the total value of their compensation package with the State of New Mexico, including both direct and indirect compensation. SPO is working with PERA, Risk Management Division, General Services Department and the Department of Information Technology to develop within SHARE/PeopleSoft, a total

compensation statement to be provided annually to each employee as well as a total compensation tool to be included within the recruitment tool of SHARE/PeopleSoft. This way, prospective employees can see the total package offered by the State rather than only the hourly wage.

Compa-Ratios

Compa-ratio³ is a position within a pay range relative to the midpoint of a pay range. It is an industry standard measurement of a compensation plan.

When evaluating individual agencies:

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

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

Classification System Changes

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

³ “Compa-ratio” means pay expressed as a percentage of the midpoint of a pay band. NMAC 1.7.1.7(l).

Salary Surveys & Data Sources

Annual Salary Survey Purpose

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

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

These represent a:

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

Unless noted, data used in the compilation of this report is as of July 1, 2019.

National Compensation Association of State Governments Salary Survey

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

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

Total Compensation

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

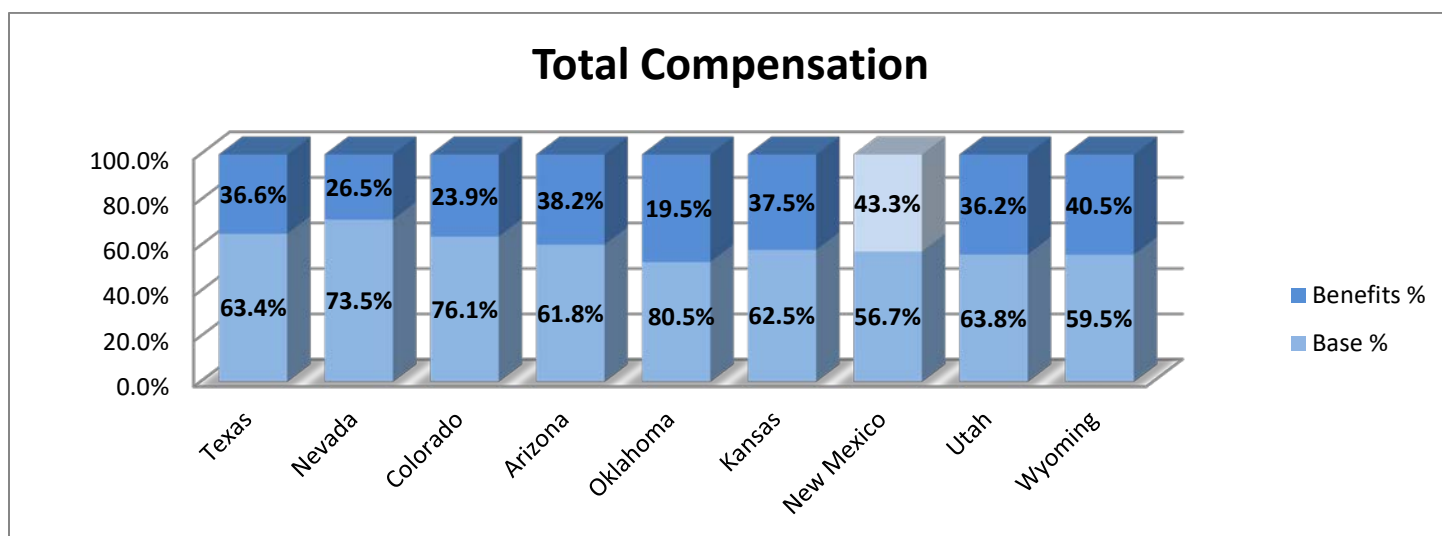
The State of New Mexico provides a competitive employee benefit package that includes: Employer-paid medical insurance contributions, pension (retirement) contributions, paid leave allowances for vacation days, sick days, and paid holidays. Additionally, State employees may take advantage of a Section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

Table 2

Eight – State Comparator Market Total Compensation Ranking	
Wyoming	\$92,037
Utah	\$79,092
Colorado	\$82,684
Oklahoma	\$61,461
New Mexico	\$85,222
Arizona	\$77,638
Texas	\$72,205
Kansas	\$63,845
Nevada	\$57,210

Employer-provided employee benefits remain an important part of the total rewards package in attracting and retaining workers. The below graph illustrates the Comparison of total compensation.

Graph 1



Total Classified Compensation Calculation

Table 3 provides a breakdown of New Mexico’s average total compensation components for classified employees. The 2019 average base salary is \$48,298. This amount is 56.7% of total compensation. The remaining employer sponsored indirect components of total compensation (mandated benefits, insurance, and paid time off) is valued an average at \$36,924 or 43.3% of total compensation, resulting in a total compensation annual amount of \$85,222.

Table 3

Average Base Salary:		\$48,298.00	56.7%
Employer Sponsored Benefits:			
FICA/Medicare	(6.2% / 1.45% of gross salary)	\$3,695	4.3%
PERA	(17.24% of gross salary)	\$8,327	9.8%
RHC	(3 % of gross salary)	\$1,449	1.7%
Vacation	(120 hours per year)	\$2,786	3.3%
Sick	(96 hours per year)	\$2,229	2.6%
Holiday	(80 hours per year)	\$1,858	2.2%
Insurance	(less than \$50,000)	\$16,395	19.2%
Personal Day	(8 hours per year)	\$186	0.2%
Total Benefits		\$36,924	43.3%
Total Compensation (Salary + Benefits):		\$85,222	100.0%

Employer Costs for Employee Compensation

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

Table 4 demonstrates how New Mexico’s salaries and benefits compare nationally to other state and local governments and the private sector. In general, the balance between direct compensation (wages and salaries) and indirect compensation (benefits, paid time-off, and retirement) for the State is noticeably different than any of the other three groups. State of New Mexico wages and salaries only account for 56.7% of total compensation, as compared to approximately 62.2% for state and local governments nationally.

Although the State’s wages and salaries are less than those nationally, the ratio of the State’s indirect compensation (benefits), when compared to base salary, is higher than other state and local governments by 5.5%.

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 12.2% greater than what civilian workers are provided. Nationally, in both public and private sectors, a trend is occurring to address escalating health insurance premiums by requiring employees to cover a greater percentage of their benefits through increased premium rates, higher co-pays and higher yearly deductibles. These measures pass a greater cost on to the employee, and reduce the

cost to the employer. These measures also provide an incentive to employees to better manage their health and wellness issues because the employee bears more of the cost for services.

Table 4

Compensation Component	Civilian Workers	Private Industry	State & Local Government	State of New Mexico
Wages and salaries	68.6%	70.1%	62.2%	56.7%
Benefits	31.4%	29.9%	37.8%	43.3%
Paid leave	7.2%	7.2%	7.5%	8.3%
Supplemental pay	2.8%	3.2%	1.0%	0.0%
Insurance	8.7%	8.0%	11.9%	20.9%
Health	8.3%	7.6%	11.6%	19.2%
Retirement and savings	5.3%	3.8%	11.9%	
Defined benefit	3.3%	1.5%	11.1%	9.8%
Defined contribution	2.0%	2.3%	0.8%	0.0%
Legally required	7.3%	7.7%	5.5%	4.3%

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

A solid retirement plan is a key factor in attracting employees to work for an organization, and it is an even larger factor in retaining employees; 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.

National Trends

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

For 2020, organizations across all industries are planning general salary increases of 2.4-3.6% as reported by national compensation survey sources. (See Table 5).

The Social Security Administration (SSA) annually determines whether to grant beneficiaries a Cost of Living Adjustment (COLA) based on the inflation rate during the third quarter of the

Table 5

Industry Related Trends & Data Sources See Appendix A for Data Sources	
WorldatWork	3.3%
Korn Ferry	3.0%
Mercer	3.6%
Willis Towers Watson	3.0%
Aon	3.2%
NCASG	2.4%
Salary.com	3.0%
Social Security Administration COLA	1.6%

year compared to the last year a COLA was awarded. Since 2012, social security adjustments have averaged about 1%, though in 2016 no increase was provided. For 2020, a 1.6% COLA is planned.

National compensation survey sources indicate that most organizations plan to provide general salary increases of 3.0% in 2020.

Comparator States Adjustment Trends

When closely reviewing our Comparator state governments, we can break out specific occupational salary and structure adjustment trends, particularly for professions which the State Personnel Office has developed new classifications and new salary structures. According to the latest NCASG salary survey data presented at its annual conference Fall 2019, states projected a 2.84% salary increase for all occupations in FY19, which is up from an average of 2.56% from 2017-2018. The actual average increase from year-to-year was 2.92%. States reported actual average salary increases for Engineering and Architects at 3.3%; Security/Corrections at 3.1%; Trades/Labor at 3.7%; and IT at 2.1%. Reporting states are projecting for FY20 salary increases of 2.41% and structure adjustments (pay bands) of 2.70%.

Economic Data

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

Employment Cost Index (ECI)

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

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

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

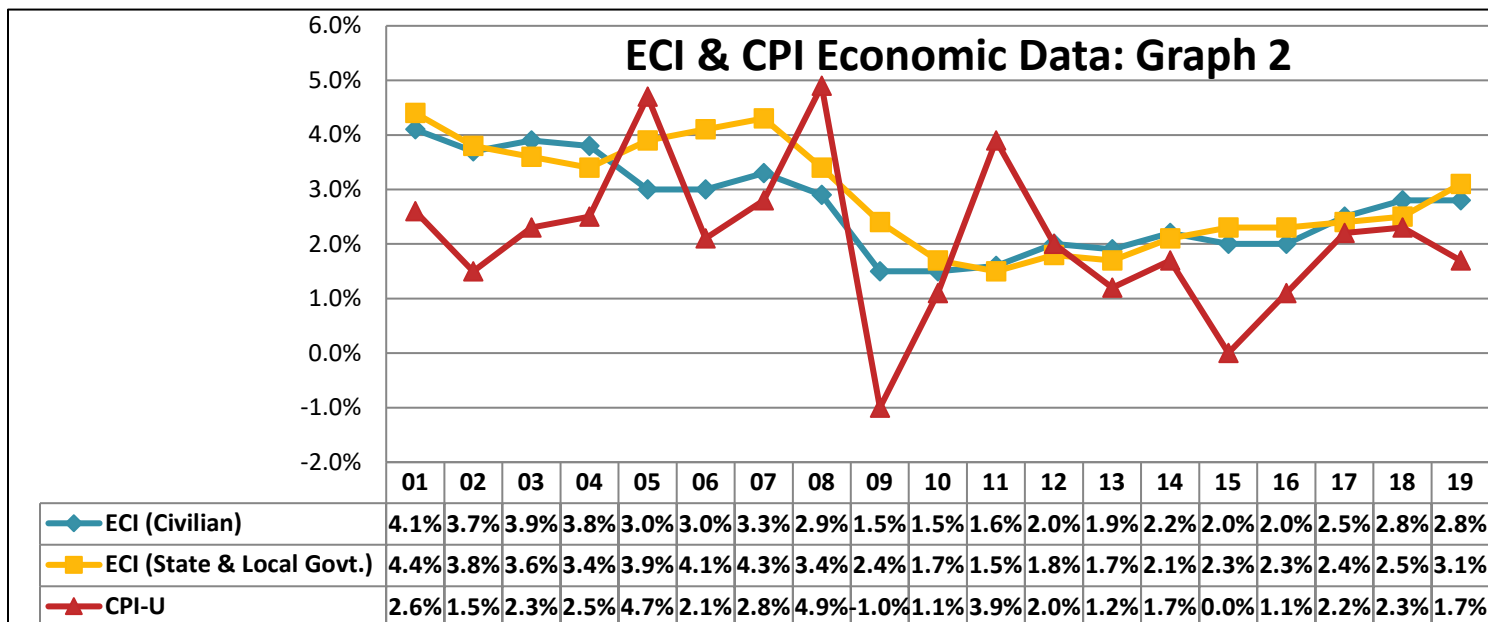
For the period ending September 2019, the CPI-U, which covers 89% of the population of the United States, was reported as 1.7%. (See Graph 2). Supporting data may be found at www.bls.gov.

Table 6 and Graph 2 show ECI wage-related data compared to CPI-U's inflation-related data. It is useful to compare the national wage data trends against New Mexico's salary increase history to identify patterns and develop recommendations where necessary. Graph 3 compares the history of CPI-U rates (shaded area) and the national wage increases as reported by WorldatWork against the Legislatively Authorized salary increases in New Mexico.

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Table 6

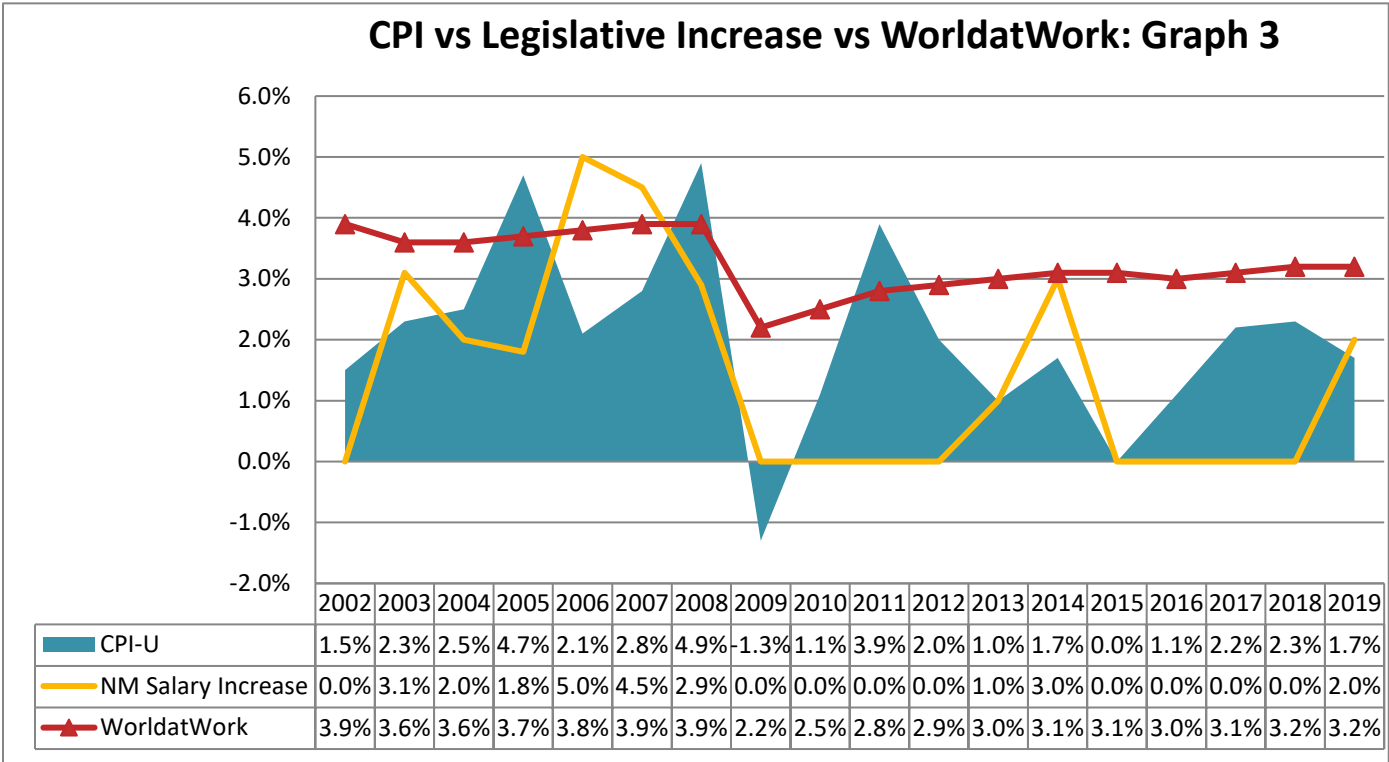
ECI & CPI Economic Data			
Year	ECI (Civilian)	ECI (State & Local Govt.)	CPI-U
2006	3.3%	4.1%	2.1%
2007	3.3%	4.3%	2.9%
2008	2.9%	3.4%	4.9%
2009	1.5%	2.4%	-1.0%
2010	1.5%	1.7%	1.1%
2011	1.6%	1.5%	3.9%
2012	2.0%	1.8%	2.0%
2013	1.9%	1.7%	1.2%
2014	2.2%	2.1%	1.7%
2015	2.0%	2.3%	0.0%
2016	2.3%	2.3%	1.1%
2017	2.5%	2.4%	2.2%
2018	2.8%	2.5%	2.3%
2019	2.8%	3.1%	1.7%



Graph 3 demonstrates that New Mexico has not kept pace when compared to these two wage and economic data points. According to WorldatWork, in 2019 leading compensation industries have reported organizations providing an average 3.2% salary increase. The national rate of inflation has also outpaced salary growth in NM for the same period. This means employee wages have fallen behind trends resulting in employees spending more year-over-year for the same basket of goods and services as measured by the CPI-U. Annual state benefit cost increases have compounded this problem.

Data show that as funding becomes available, the State will need to be prepared with multi-year strategies to address complex and varied salary structure and wage issues.

Graph 3



Regional Trends

Table 7 below illustrates the average classified salary for New Mexico and the eight state Comparator market for the past 10 years. The change from year-to-year should be viewed as a snapshot in time as a macro-indicator and should not be construed to depict how each Comparator state administered actual pay for individual employees. Each year the composition of filled jobs changes slightly depending on agency business needs, available budget, new hires, career progression and separations.

Table 7

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Arizona*	\$37,448	\$37,630	\$36,695	\$34,973	\$35,422	\$43,832	\$44,116	\$45,062	\$45,981	\$46,901	\$47,988
Colorado	\$53,952	\$55,044	\$51,072	\$50,955	\$52,270	\$53,772	\$54,300	\$54,509	\$54,858	\$55,187	\$62,956
Kansas***	\$38,248	\$38,100	\$35,235	\$37,855	\$36,356	\$37,336	\$36,056	\$37,133	\$37,233	\$37,345	\$39,902
Nevada**	\$55,704	\$55,704	\$55,704	\$55,704	\$46,446	\$47,216	\$64,792	\$66,082	\$69,084	\$40,862	\$42,088
New Mexico	\$42,058	\$41,986	\$41,995	\$41,912	\$41,912	\$43,576	\$44,554	\$44,803	\$45,342	\$45,906	\$48,298
Oklahoma	\$34,984	\$35,200	\$32,495	\$35,540	\$36,314	\$37,700	\$37,700	\$42,940	\$44,178	\$45,061	\$49,505
Texas	\$38,461	\$39,232	\$39,265	\$40,223	\$40,310	\$40,398	\$40,398	\$43,255	\$44,064	\$44,901	\$46,475
Utah	\$42,562	\$42,635	\$39,312	\$45,114	\$45,749	\$46,592	\$47,656	\$48,832	\$49,764	\$50,980	\$50,481
Wyoming	\$45,822	\$45,822	\$44,764	\$48,352	\$47,922	\$49,213	\$52,050	\$54,018	\$55,500	\$53,299	\$54,766

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

** Nevada data was estimated from 2009-2012. Normal aging of their data caused an over estimation of annual base salary for 2013 thru 2017. 2018 is first time Nevada HR has submitted actual data from their 2018 Employee Hand Book. Data was aged from 2018-2019, as actual data was not available at writing of report.

***Kansas data was estimated from 2017-2019. Normal aging of their data caused an underestimation of average annual base salary for 2017. Actual average annual base salary reported in State of Kansas FY17 Workforce Report was \$37,643.

New Mexico Trends

The US DOL BLS annually tracks the Employer Costs for Employee Compensation (ECEC), which includes measures of wages, salaries, and benefits across all nonfarm private and state and local government workers. This data provides another benchmark against which to compare New Mexico classified employee salaries. Nationally, as of June 2019, the ECEC reports the average salary for private industry is \$50,211. The ECEC reports the average salary for state and local government is \$65,686.

New Mexico’s average classified employee salary as of July 2019 is \$48,298.

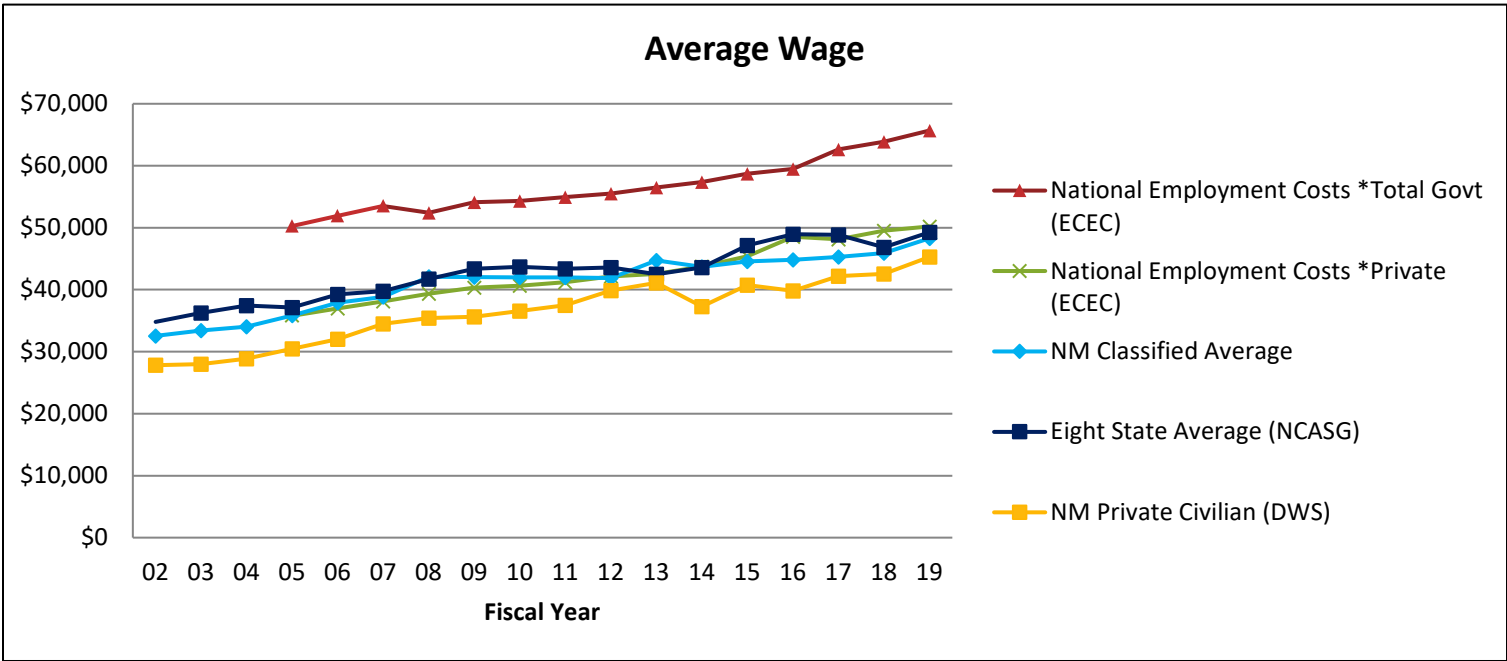
The New Mexico Department of Workforce Solutions (NM DWS) Quarterly Census of Employment and Wages for the first quarter of 2019 (published August 2019) reports private employment wages in NM averaging \$45,292. (See Table 8) Total Government wages across industries (Federal, State and Local) is reported as \$49,972.

Table 8

Average Annual Wages (not including benefits)	
USDOL ECEC Total Government	\$65,686
USDOL ECEC Private Industry	\$50,211
NM DWS Total Government (Fed, State, Local)	\$49,972
NM Classified Employees	\$48,298
NM DWS Private Industry	\$45,292

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

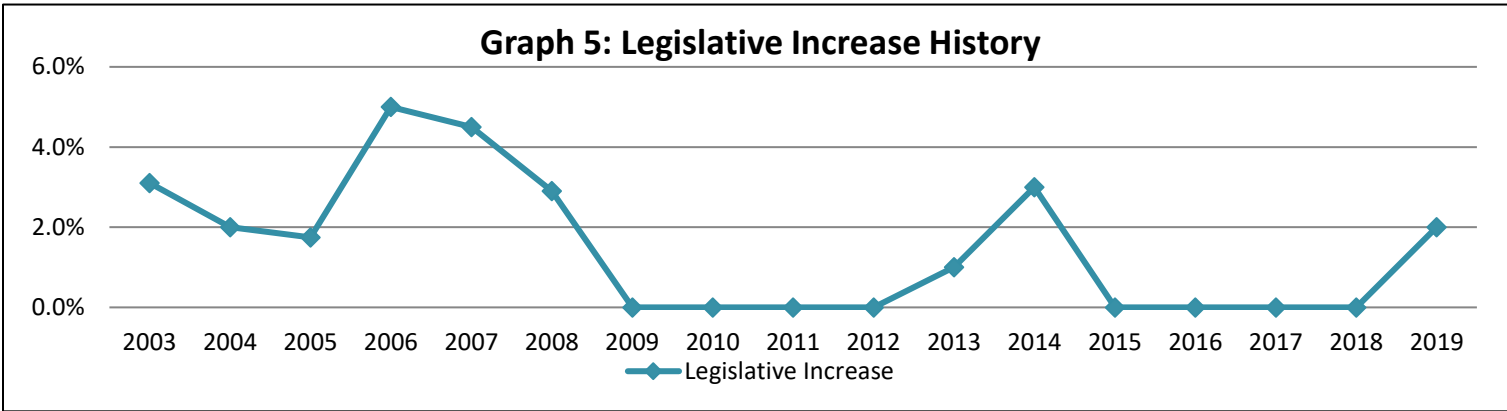
Graph 4



New Mexico Legislatively Authorized Salary Increases

Graph 5 shows the legislatively appropriated salary increases for each of the past 17 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. Specific information for each year can be found in Appendix B.

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 Comparator region. In 2019, New Mexico ranked sixth (Table 9) in the eight state comparator market.

Table 9: Eight - State Comparator Market Base Compensation	
Colorado	\$62,956
Wyoming	\$54,766
Utah	\$50,481
Arizona	\$47,988
New Mexico	\$48,298
Oklahoma	\$49,505
Texas	\$46,475
Nevada	\$42,088
Kansas	\$39,902

New Mexico Classified Employee Average & Median Salary Comparison

37.9% of New Mexico’s classified employees earn between \$20,000 and \$40,000 annually.

Average and median classified salaries advanced from 2006 to 2008 and then remained flat from 2008 to 2013. From 2014 to 2019, both the median and averages classified salaries gradually increased. New Mexico Classified Employee Average Salary rose over 4.6% in 2019.

However, while the average salary rose, FY19 data reflects that 37.9% of New Mexico’s classified employees earned between \$20,000 and \$40,000 annually. Supplemental information may be found in Graph 7 and Table 10.

Graph 7

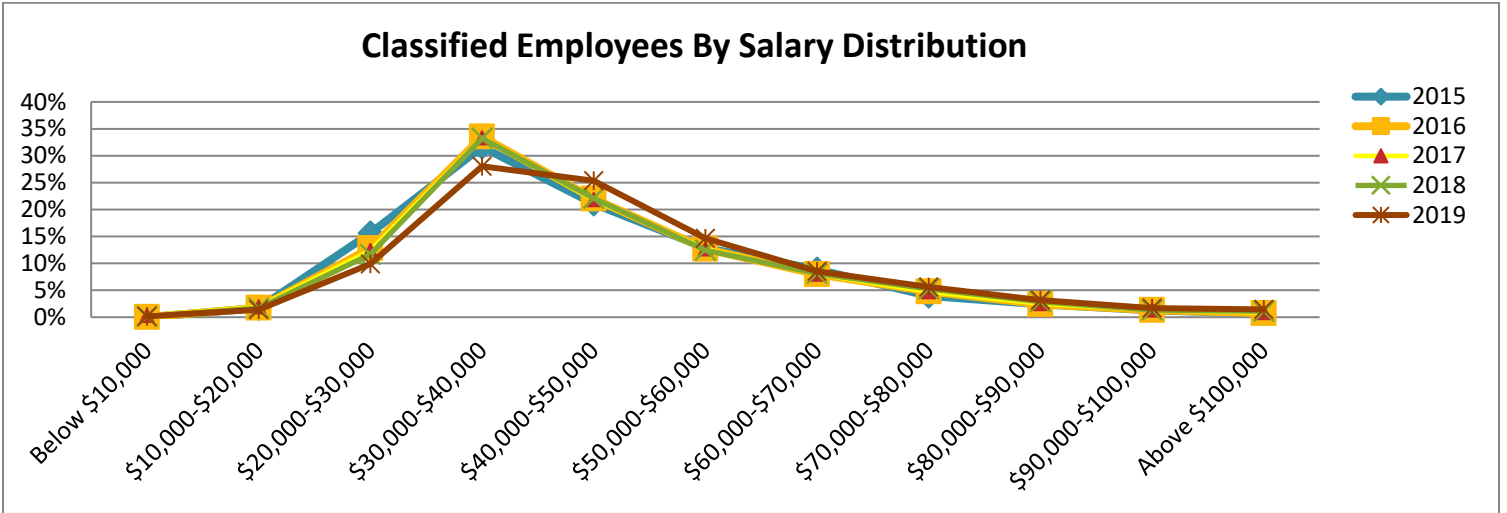


Table 10

	2008	2011	2012	2013	2014	2015	2016	2017	2018	2019
Below \$10,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	0.3%	0.1%	0.2%
\$10,000-\$20,000	2.7%	2.1%	2.3%	2.4%	1.8%	1.7%	12.8%	2.0%	1.7%	1.4%
\$20,000-\$30,000	23.1%	23.7%	22.2%	22.1%	18.5%	15.6%	33.5%	12.4%	11.7%	9.9%
\$30,000-\$40,000	29.6%	28.9%	30.9%	31.0%	30.0%	31.7%	22.0%	33.3%	33.2%	28.0%
\$40,000-\$50,000	19.3%	19.4%	19.3%	19.3%	20.5%	21.1%	12.7%	21.9%	22.1%	25.4%
\$50,000-\$60,000	12.6%	12.1%	11.7%	11.5%	12.7%	12.8%	8.0%	12.7%	12.5%	14.7%
\$60,000-\$70,000	6.5%	7.0%	6.9%	7.0%	7.9%	8.9%	4.8%	8.0%	8.1%	8.5%
\$70,000-\$80,000	3.6%	3.6%	3.6%	3.6%	4.4%	3.9%	2.4%	4.7%	5.3%	5.6%
\$80,000-\$90,000	1.6%	1.8%	1.9%	2.0%	2.3%	2.4%	1.3%	2.5%	2.9%	3.2%
\$90,000-\$100,000	0.6%	0.7%	0.7%	0.7%	1.2%	1.3%	0.8%	1.4%	1.4%	1.7%
Above \$100,000	0.4%	0.5%	0.5%	0.4%	0.7%	0.7%	0.01%	0.8%	1.1%	1.4%

Occupationally Based Salary Structures

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

SPO has already created a new classification structure with 7 new pay lines, each targeted towards a particular sector, which take into account the sizes of different jobs and the movement of the market in these sectors. These occupationally based pay lines are:

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

The Healthcare pay line has been completed and approved by the SPB and is scheduled to be implemented as of 7/1/20. Classification studies for both Healthcare Support and Human Resource professionals are in progress.

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

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

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

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

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

Job Family:	Engineers
Description	
Engineer Manager I	This position is the first level of management in the Engineering Series which provides supervision over subordinate engineers in which the primary focus is on resource management and the leadership of staff. Responsible for managing all aspects of a specific agency project. This function requires having knowledge of Federal regulations & engineering requirements for this program area; coordinating with the Federal oversight agency and other agencies/departments & outside contracted firms; managing & analyzing SCL and PDA rating data; managing subordinates' & others' work; & preparing progress reports.
Engineer Manager II	This position is the second level of management in the Engineering Series which focuses on the supervision of subordinate managers and staff. Incumbents at this level have managerial and technical accountability for the overall results of assigned organizational units. Responsible for managing the day to day operations of the assigned agencies bureaus/sections; works in collaboration to coordinate testing processes with agency sections; provides support to agency management, District Offices and functional groups; and actively participates on the agency specific Subcommittee.
Engineer Manager III	This position is the highest level of management in the Engineering Series which focuses on the supervision of subordinate managers and staff and the allocation of resources. Incumbents at this level have considerable managerial and technical accountability for the overall results of assigned organizational units. Supervise and manage engineers and programs that are responsible for the scheduling, development and delivery of assigned design projects for assigned geographic area.

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

Average Salary Data by Pay Band

Tables 11a, 11b, 11c, 11d, 11e and 11f show the number of employees in each pay band and the employee average salary and Compa-ratio by pay band. The data show that the average Compa-ratio by pay band in the General Pay Line is generally below midpoint in the lower pay bands and higher in the higher pay bands. Compa-ratios for all other employees in the new occupationally-based pay lines are generally lower. This is a result of implementing pay structures with higher market-based midpoints. The Attorney and Social Service Salary Schedules were both implemented in FY19 and are described in the section immediately following.

Table 11a

General Pay Band	Average Salary	Average Compa-Ratio	# of Employees
25	\$21,388	91.9%	239
30	\$24,086	99.2%	219

General Pay Band	Average Salary	Average Compa-Ratio	# of Employees
35	\$26,732	100.9%	209
40	\$29,331	103.8%	851
45	\$32,326	104.8%	889
50	\$35,572	103.8%	1188
55	\$39,274	102.5%	1423
60	\$41,900	100.1%	1941
65	\$48,786	105.4%	2048
70	\$54,376	105.5%	1574
75	\$63,334	109.2%	1059
80	\$72,666	111.2%	628
85	\$81,369	108.7%	612
90	\$94,639	110.1%	264
95	\$104,503	106.1%	70
96	\$115,034	100.6%	28
97	\$148,517	114.2%	10
98	\$165,223	107.5%	17
99	\$305,219	107.2%	24

Table 11b

Corrections Pay Band	Average Salary	Average Compa-Ratio	# of Employees
CA	\$32,344	88.9%	11
CB	\$40,159	89.6%	708
CC	\$44,380	89.9%	171
CD	\$49,588	92.1%	101
CE	\$56,788	97.6%	25
CG	\$75,328	109.3%	4
CH	\$65,222	88.8%	6
CJ	\$69,278	81.5%	33
CK	\$80,653	85.3%	14
CL	\$91,423	84.2%	2
CM	\$100,670	86.9%	2

Table 11c

Information Technology Pay Band	Average Salary	Average Compa-Ratio	# of Employees
IA	\$40,863	99.5%	16
IB	\$48,734	101.7%	43
IC	\$56,309	99.7%	63
ID	\$60,543	95.1%	113
IE	\$72,466	101.3%	186
IF	\$83,272	103.0%	196
IG	\$96,094	101.3%	51

Information Technology Pay Band	Average Salary	Average Compa-Ratio	# of Employees
IH	\$101,515	91.5%	23
II	\$104,333	84.8%	13
IJ	\$116,252	83.7%	6
IK	\$125,512	83.2%	5

Table 11d

Engineer Pay Band	Average Salary	Average Compa-Ratio	# of Employees
EA	\$36,927	99.9%	51
EB	\$42,006	102.5%	128
EC	\$47,272	102.5%	146
ED	\$52,407	99.7%	104
EE	\$60,095	97.4%	119
EF	\$70,445	95.0%	88
EG	\$81,791	99.2%	101
EH	\$96,107	105.0%	21
EI	\$97,573	93.8%	27
EJ	\$112,843	102.2%	19
EK	\$119,650	99.3%	10

Table 11e

Engineer Pay Band	Average Salary	Average Compa-Ratio	# of Employees
SD	\$41,353	91.2%	164
SE	\$49,578	96.0%	242
SF	\$59,100	102.0%	102
SG	\$67,820	100.5%	40
SH	\$79,444	98.1%	29

fTable 11f

Architect Pay Band	Average Salary	Average Compa-Ratio	# of Employees
AA	\$53,396	79.9%	1
AB	\$68,420	90.1%	7
AC	\$98,010	96.1%	1

Key Classification Studies that Solved Staffing and Pay Issues

In FY19, State Personnel continued to more accurately align the type of work being performed with competitive occupational based salary structures when it transitioned the Attorney and CPS classification series to two new salary structures, requiring new job codes and pay bands.

- Attorney Series (Table 12)
- CPS Series (Table 12)

Table 12

Pay Band	Job Classification	Job Code	Average Salary	Avg. Compa-ratio	# of Employees
LE	Law Clerk	LLLC23	\$58,094	89.6%	15
LF	Attorney I	LLLA26	\$58,718	83.8%	10
LG	Attorney II	LLLA30	\$69,430	91.4%	36
LH	Attorney III	LLLA35	\$76,794	92.6%	82
LI	Attorney IV	LLLA40	\$87,755	98.7%	19
LI	Attorney Supervisor	LLLS40	\$86,819	97.7%	26
LJ	General Counsel I	LLX46	\$95,909	101.1%	13
LK	General Counsel II	LLX520	N/A	N/A	N/A
SE	CPS Adoption Consultant	SADC23	\$52,436	106.1%	5
SH	CPS County Office Manager	SCMX40	\$75,358	97.3%	28
SE	CPS Investigation Case Worker	SICW23	\$46,883	94.9%	111
SF	CPS Investigation Senior Case Worker	SICW26	\$53,248	95.8%	36
SG	CPS Investigation Supervisor	SICS30	\$64,771	99.9%	38
SE	CPS Family Centered Mediator	SFCM23	\$46,592	94.3%	7
SE	CPS Permanency Planning Senior Worker	SPCP23	\$47,570	96.2%	42
SF	CPS Permanency Planning Supervisor	SPPS26	\$58,635	105.5%	28
SD	CPS Permanency Planning Case Worker	SPCP20	\$39,083	89.7%	97
SF	CPS Placement Specialist	SPCW26	\$58,656	105.6%	6
SE	CPS Placement Senior Worker	SPCW23	\$51,834	104.9%	24
SF	CPS Placement Supervisor	SPCS26	\$59,197	106.5%	16

Pay Band	Job Classification	Job Code	Average Salary	Avg. Compa-ratio	# of Employees
SD	CPS Placement Case Worker	SPCW20	N/A	N/A	N/A
SI	CPS Regional Manager	SRMX46	\$87,152	101.7%	5
SE	CPS Title IV-E Specialist	STIV23	\$50,003	101.2%	6
SE	CPS Youth Transition Coordinator	SYTC23	\$45,115	91.3%	9
SF	IHS Practitioner Supervisor	SIHS26	\$63,086	113.6%	6
SE	IHS Practitioner	SIHP23	\$50,190	101.5%	29
SE	SCI Senior Worker	SCIW23	\$45,302	91.7%	11
SF	SCI Supervisor	SCIS26	\$64,896	104.0%	8
SD	SCI Worker	SCIW20	\$40,622	93.3%	24

Average Salary Data by Agency

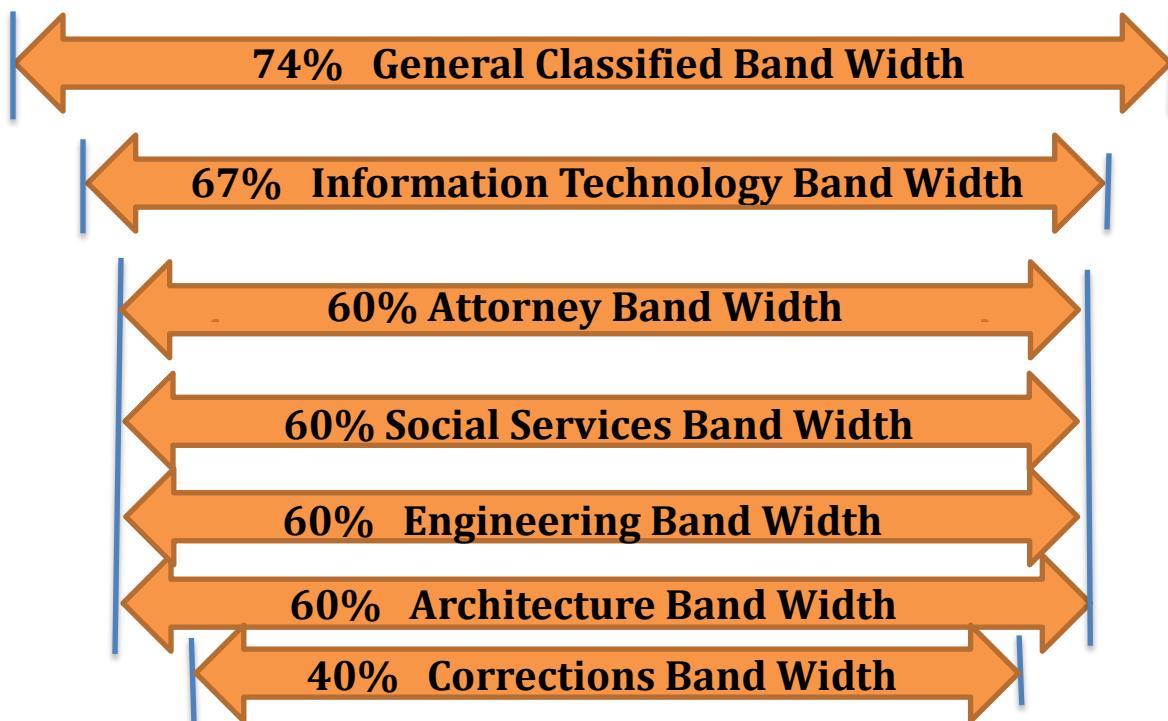
Appendix E illustrates data similar to the section above, grouped by State agency. The average Compa-ratio by agency for classified employees ranges from the New Mexico Corrections Department at 94% Compa-ratio, to the Architect Examiners Board at 122%. The average Compa-ratio for all employees is approximately 103%.

Salary Structure

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

A pay range sets the upper and lower bounds of possible compensation for individuals whose jobs fall within a specific pay band. Each pay band in the general classified salary structure is currently 74% wide – meaning the maximum rate of pay is 74% greater than the minimum rate of pay. The two new salary structures have pay bands that are 40% wide for Corrections and 67% wide for Information Technology. Pay bands act as a control device by identifying the lower and upper ranges of pay that the State is willing to pay for a particular job.

From an internal consistency perspective, the range of pay reflects the approximate differences in performance or experience that the State wishes to pay for a given level of work.



Regression Analysis

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

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

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

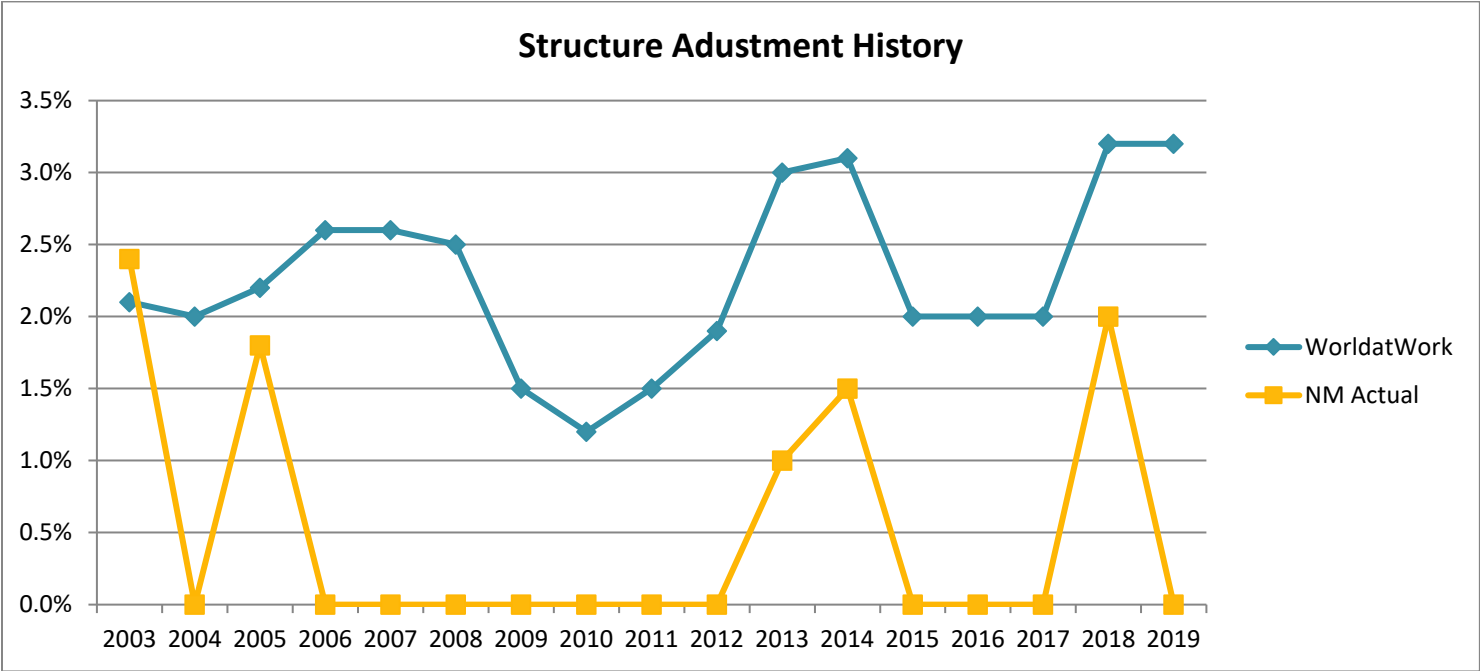
Using regression analysis in 2001, SPO implemented a salary structure that was set at 95% of the eight-state Comparator market. Use of regression analysis continues through FY19 for all New Mexico salary structures, including Corrections, Engineering, Architecture, Information Technology, Attorneys and Social Services.

Salary structures must accurately reflect the salary market for many reasons, including recruitment, retention, employee motivation, performance management, employee engagement, and appropriate valuation of job and budget management. An improperly maintained salary structure contributes to staffing problems for the State. For example, in the recruitment area, qualified applicants may not apply for State positions due to low starting pay or low salary ceiling thresholds. Existing highly

qualified state employees may see the lack of salary structure movement and lack of wage growth opportunity as a reason to seek employment outside of the State, causing a talent drain.

Graph 8 illustrates the annual salary structure adjustment relative to the national WorldatWork industry indicator. Since 2003, SPO data indicate that the State's structure has increased 15.2%, while WorldatWork reports participating organizations adjusted their structures by over 39.1%.

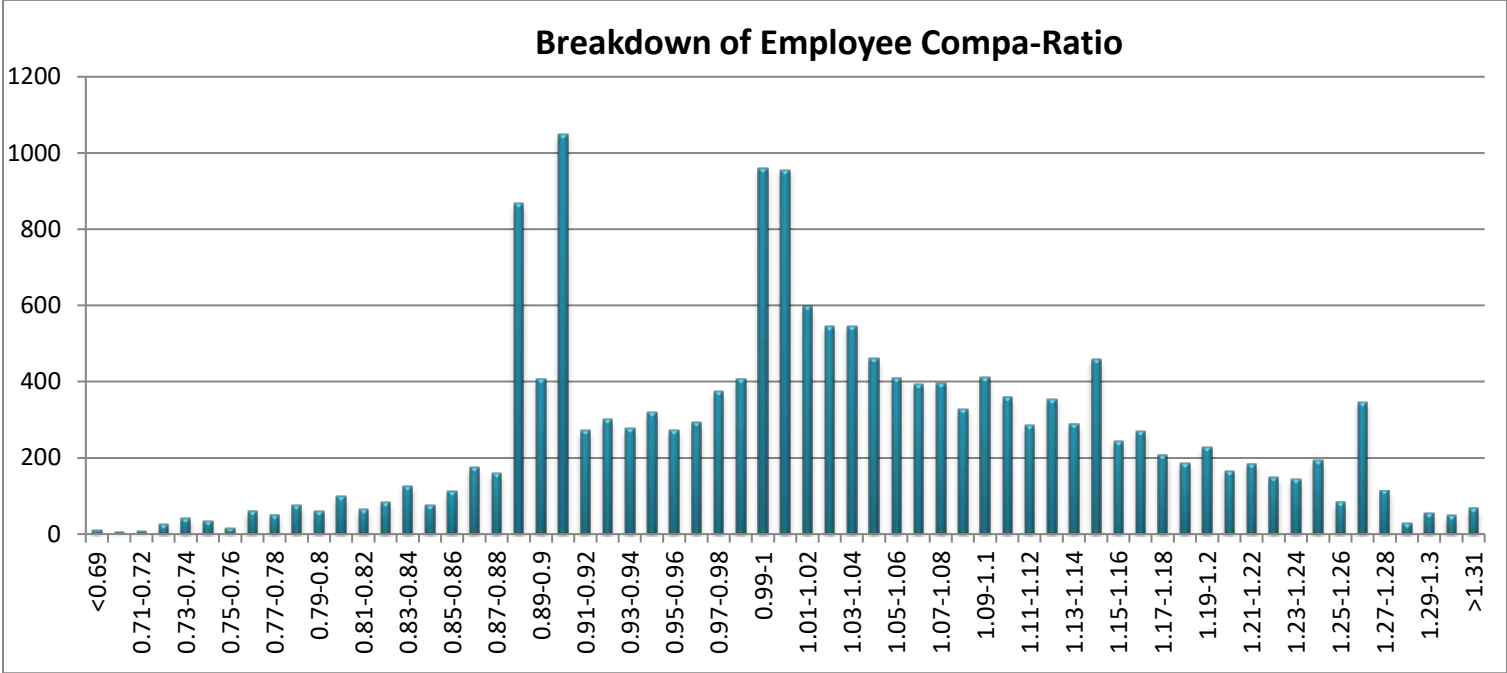
Graph 8



Classified Employee Compa-Ratio

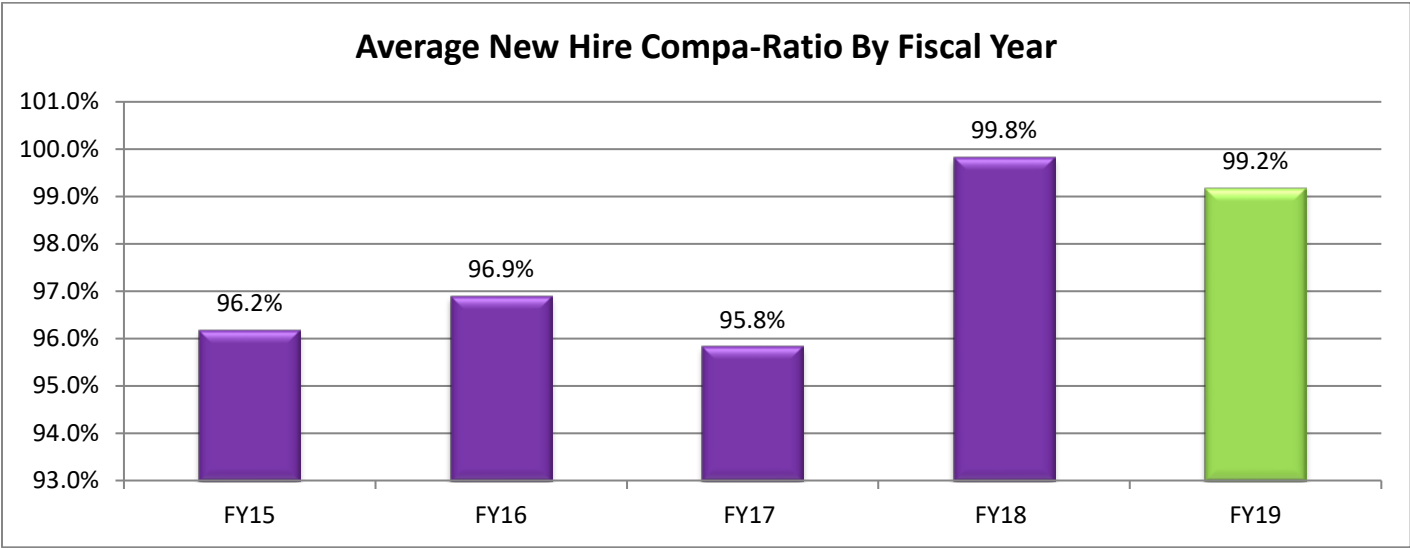
Below, in Graph 9, the distribution of classified employee Compa-ratios is illustrated. The distribution normally resembles a bell-shaped curve, with several multi-modal spikes, with the number of employees spread fairly evenly throughout the distribution.

Graph 9



In FY19, new hire pay rates increased to a 99.2% Compa-ratio. (See Graph 10)

Graph 10



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 employer-generated pay for employees catches up to the market rate, and the APB assignment is no longer needed. The implementation of occupationally based salary structures has allowed the State to reduce, though not eliminate, the need for APBs in critical occupations. A complete list of all job classifications assigned to APBs can be found in Appendix F.

Pay Administration

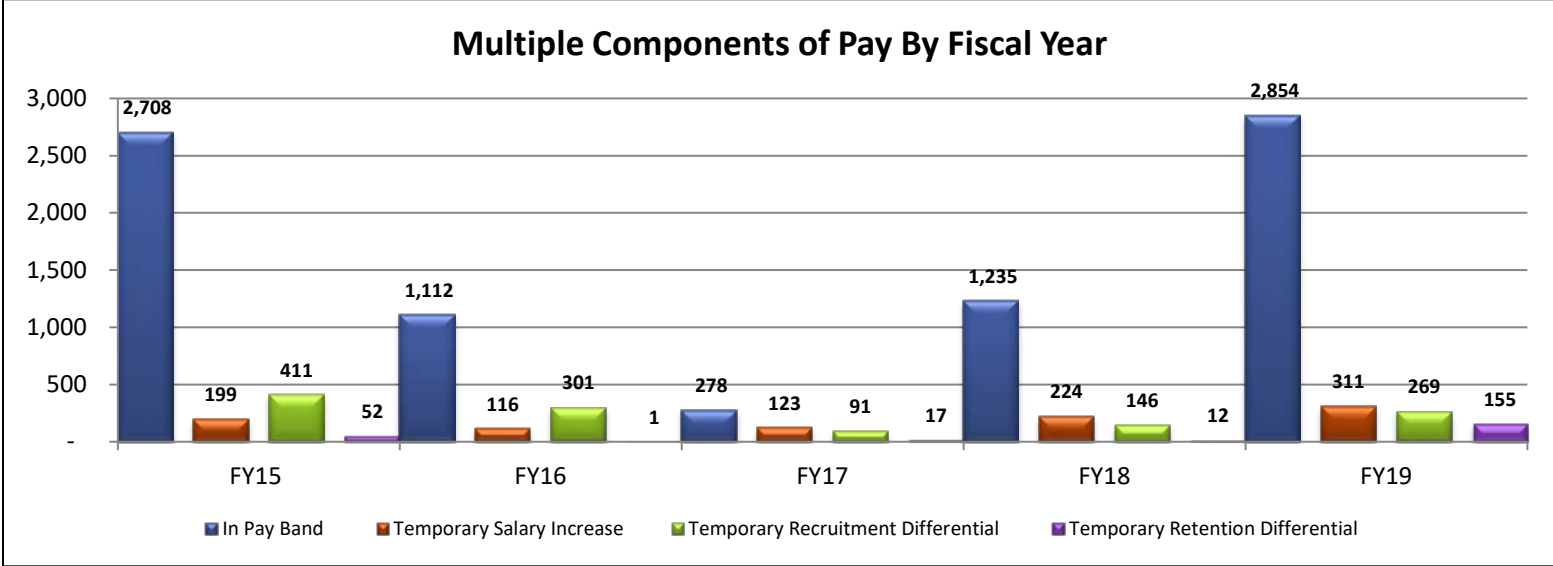
Pay Mechanisms

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

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

Graph 11 shows the activity for each multiple component of pay (MCOP) utilized by the State from FY15 through FY19. The continued decrease in the use of temporary MCOPs (TSI, TREC and TRET) reflects SPO’s development of the new classification pay structures, and its continued efforts to ensure that agencies are in compliance with SPB Rules. Temporary pay mechanisms are reviewed and authorized for various periods of time depending on each individual circumstance, and in accordance with SPB rules.

Graph 11



The increase in IPB's in FY19 were granted to healthcare and community services related professionals at DOH and HSD. These IPBs brought employees closer to new-hire Compa-ratios and corrected internal alignment and appropriate placement issues.

Classified Service Demographics

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

Graph 12

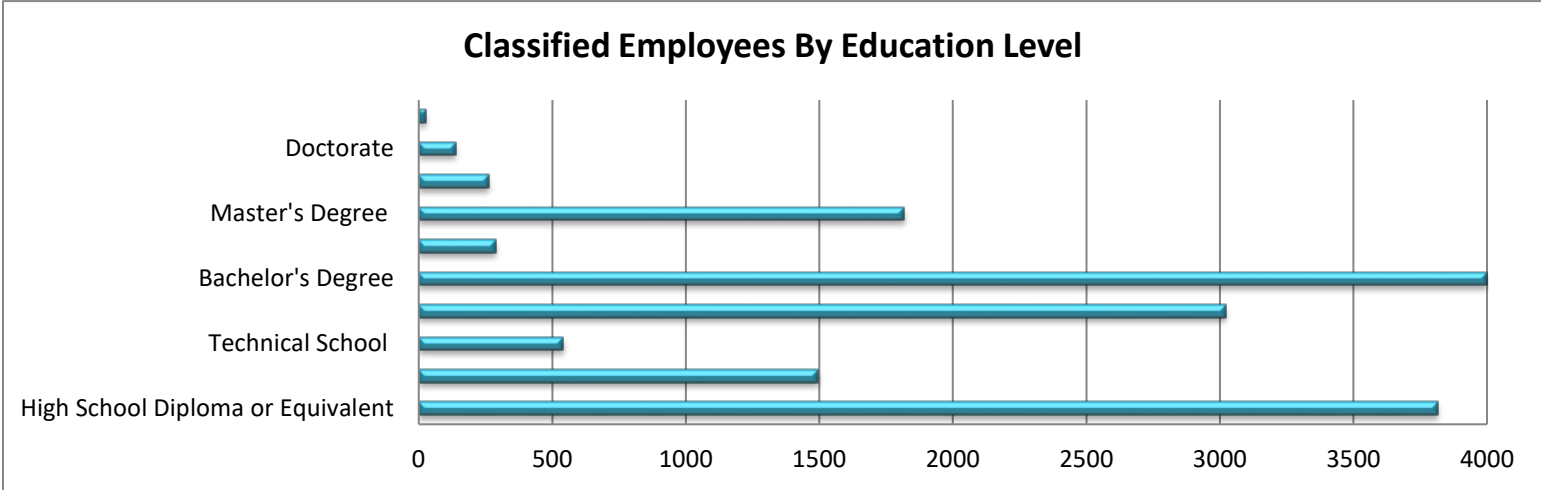
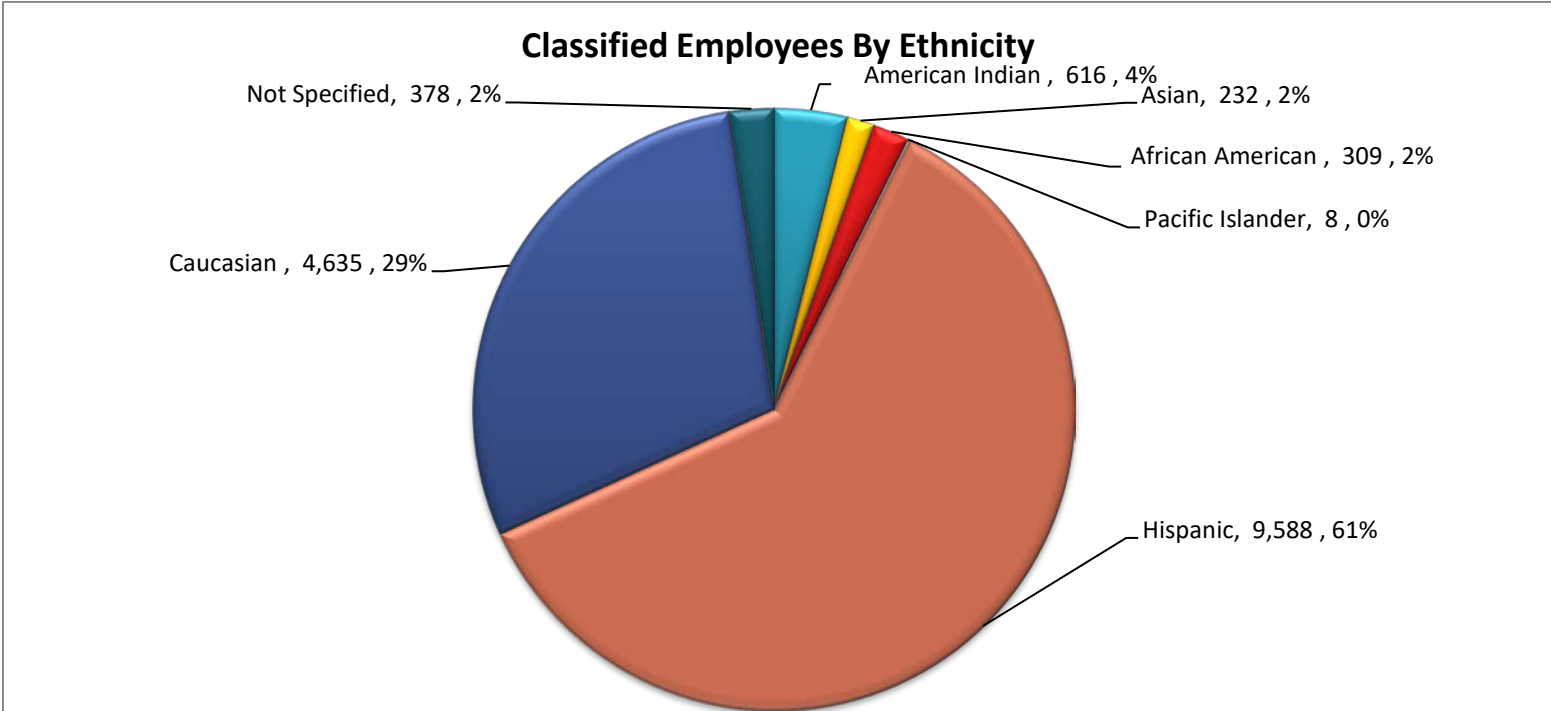
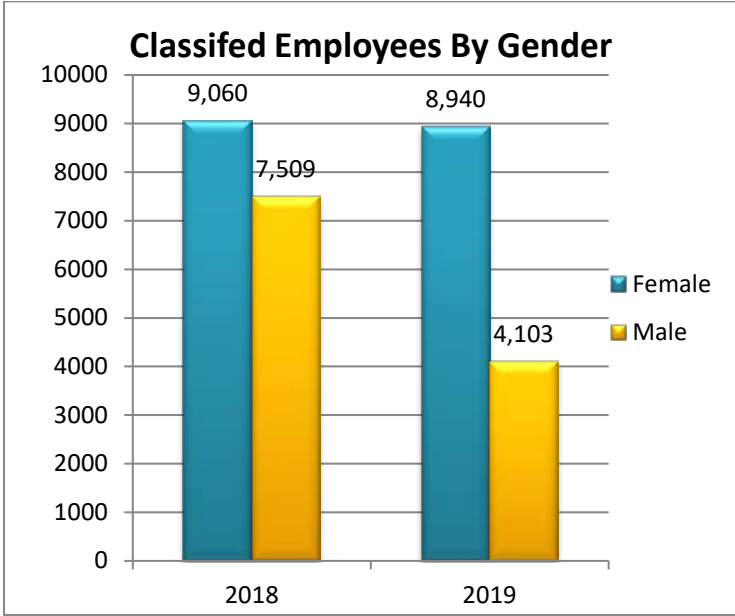


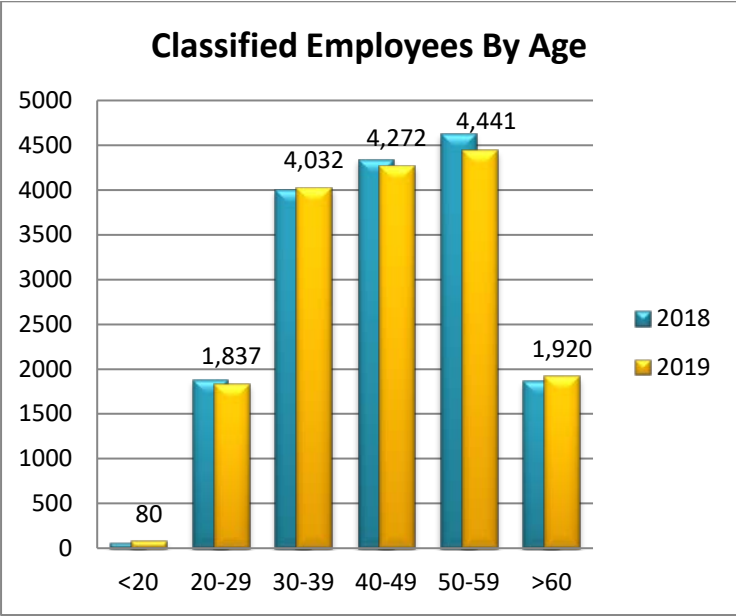
Chart 2



Graph 13



Graph 14



County-by-County Population vs. Classified Demographics

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

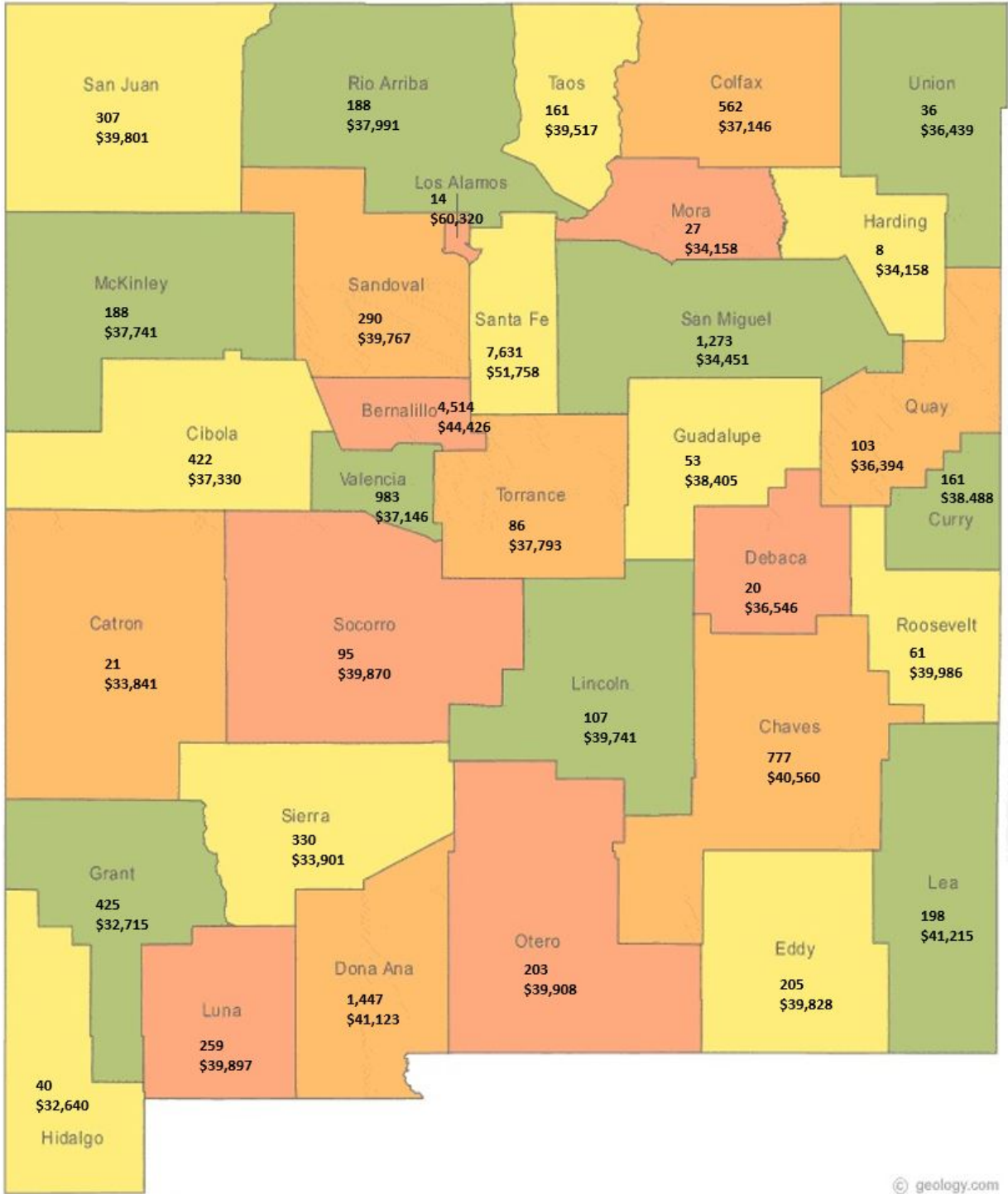
the “oil patch” are traditionally higher than surrounding counties. San Juan County also stands out as a significant petroleum producer, with higher than average salaries for field crews. Starting salaries for power station employees are typically in the \$60,000 range. Similarly, classified service salaries have higher difficulty competing against the technology centers located in Sandoval and Los Alamos counties, as those counties are home to Intel and the National Laboratories, respectively.

Table 13

County Demographics				State Classified Demographics			State Classified Comparison		
County	Population	Median Age	Median Salary	FTE	Median Age	Median Salary	% FTE County	Age Difference	Salary Difference
Bernalillo County	678,701	38.0	\$52,069	4,514	45.4	\$44,426	0.67%	7.4	-\$7,643
Catron County	3,578	61.4	\$37,419	21	47.4	\$33,845	0.59%	-14.0	-\$3,574
Chaves County	64,689	35.9	\$43,182	777	45.1	\$40,560	1.20%	9.2	-\$2,622
Cibola County	26,746	37.5	\$35,695	422	41.1	\$37,330	1.58%	3.6	\$1,635
Colfax County	12,110	49.7	\$34,454	562	45.7	\$37,146	4.64%	-4.0	\$2,692
Curry County	49,437	31.3	\$41,478	161	45.3	\$38,488	0.33%	14.0	-\$2,990
De Baca County	1,781	48.1	\$33,067	20	42.2	\$36,546	1.12%	-5.9	\$3,479
Doña Ana County	217,522	33.4	\$37,624	1,447	43.0	\$41,123	0.67%	9.6	\$3,499
Eddy County	57,900	35.3	\$59,381	205	44.9	\$39,828	0.35%	9.6	-\$19,553
Grant County	27,346	47.5	\$39,341	425	46.1	\$32,715	1.55%	-1.4	-\$6,626
Guadalupe County	4,341	39.1	\$25,242	53	43.0	\$38,405	1.22%	3.9	\$13,163
Harding County	655	59.3	\$31,804	8	50.0	\$34,158	1.22%	-9.3	\$2,354
Hidalgo County	4,240	44.0	\$33,126	40	47.2	\$32,640	0.94%	3.2	-\$486
Lea County	69,611	32.3	\$54,174	198	43.9	\$41,215	0.28%	11.6	-\$12,959
Lincoln County	19,556	51.7	\$39,385	107	47.7	\$39,721	0.55%	-4.0	\$336
Los Alamos County	19,101	41.4	\$108,149	14	35.3	\$60,320	0.07%	-6.1	-\$47,829
Luna County	23,963	37.6	\$27,227	259	44.7	\$39,897	1.08%	7.1	\$12,670
McKinley County	72,290	32.4	\$30,827	188	44.8	\$37,741	0.26%	12.4	\$6,914
Mora County	4,506	51.3	\$35,156	27	34.2	\$34,158	0.60%	-17.1	-\$998
Otero County	66,781	35.8	\$42,884	203	48.3	\$39,908	0.30%	12.5	-\$2,976
Quay County	8,253	47.3	\$30,250	103	48.6	\$36,394	1.25%	1.3	\$6,144
Rio Arriba County	39,006	41.3	\$36,807	188	42.1	\$37,991	0.48%	0.8	\$1,184
Roosevelt County	18,743	30.8	\$35,523	61	45.4	\$39,986	0.33%	14.6	\$4,463
San Juan County	125,043	36.1	\$46,910	307	44.6	\$39,801	0.25%	8.5	\$9,235
San Miguel County	27,591	44.4	\$27,851	1,273	44.9	\$34,451	4.61%	0.5	\$6,600
Sandoval County	145,179	40.0	\$53,695	290	42.6	\$39,767	0.20%	2.6	-\$13,928
Santa Fe County	150,056	47.0	\$57,498	7,631	46.6	\$51,758	5.09%	-0.4	-\$5,740
Sierra County	10,968	56.7	\$30,058	330	48.3	\$33,901	3.01%	-8.4	\$3,843
Socorro County	16,735	39.4	\$32,468	95	43.8	\$39,870	0.57%	4.4	\$7,402
Taos County	32,835	49.0	\$34,667	161	44.9	\$39,517	0.49%	-4.1	\$4,850
Torrance County	15,591	43.3	\$37,440	86	44.1	\$37,793	0.55%	0.8	\$353
Union County	4,118	41.6	\$38,790	36	42.7	\$36,439	0.87%	1.1	-\$2,351
Valencia County	76,456	39.4	\$49,136	983	39.4	\$37,146	1.29%	0.0	-\$11,990

Classified Positions & Average Salary By County

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



Classification Studies

During FY19, SPO undertook one of its largest classification studies to date. The Healthcare Study, which involved development of 101 new classification descriptions, creation of new job codes, and the development of a new occupational based salary structure, was the most comprehensive study SPO has conducted for healthcare occupations since 2001. The study was completed in the first quarter of FY20 and has a target implementation date of FY21.

Misclassification & Classification Creep

Job misclassification and classification creep often occur when wages do not keep pace with the Comparative market, resulting in employees being “artificially” promoted or reclassified into a pay band with higher pay opportunities.

The solution to address misclassifications and classification creep is for SPO and agencies to continue working together to ensure that positions are properly classified, and that work units are organized efficiently to support the most streamlined work flows. SPO continues to 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.

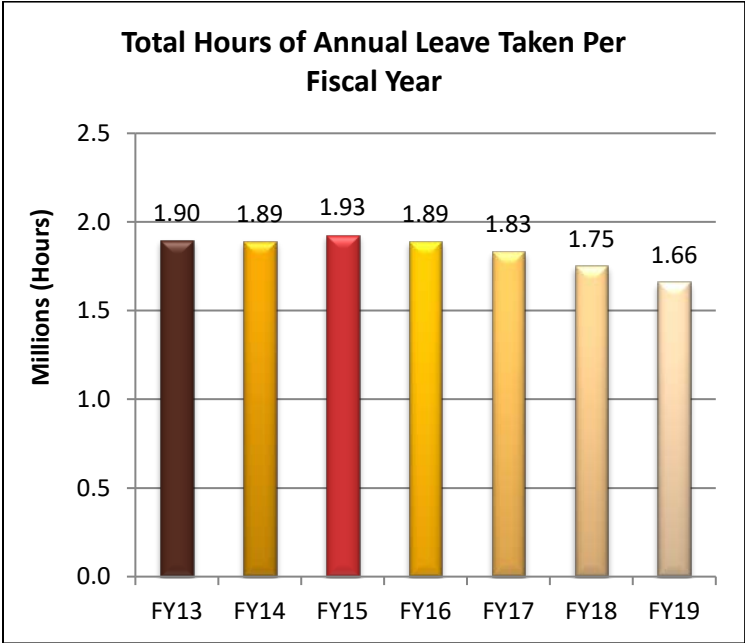
Leave Accruals and Payouts

Annual Leave

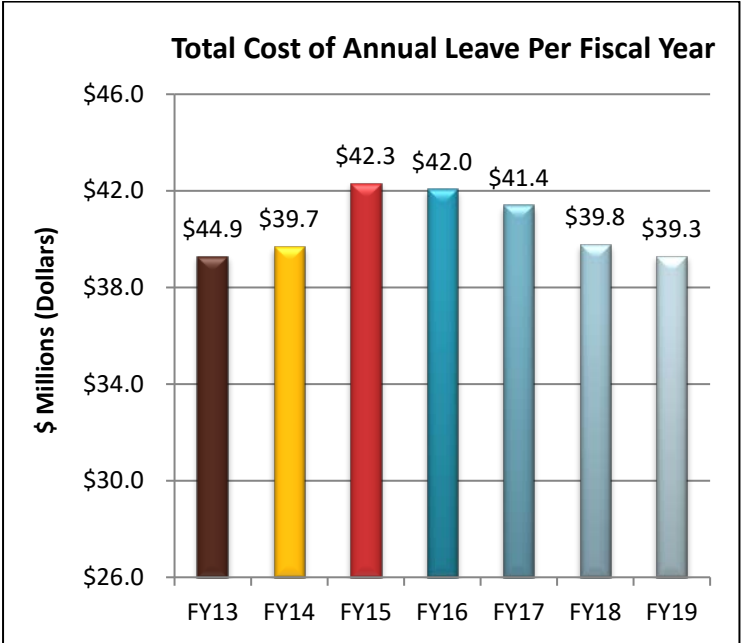
One of the state’s many employee benefits is paid time off. Employees may use accrued leave and be paid for the hours they are absent from work due to vacation or being sick. Sick leave may also be used to care for sick family members.

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 FY19, State employees used approximately 1.66 million hours of earned leave.

Actual annual leave usage, and costs, from FY12 through FY19 is shown in the following graphs:



Graph 15

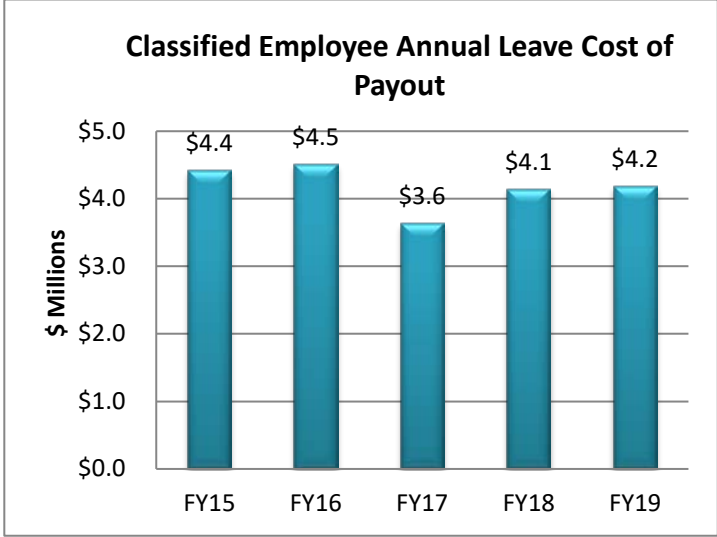
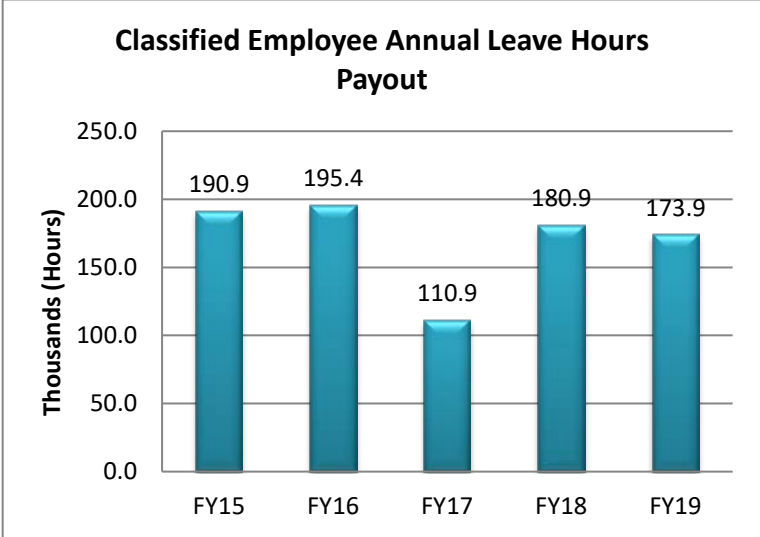


Graph 16

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, as well as for current employees at the end of each calendar year. In FY19, employees who separated from the classified service cashed out at total of \$173,900 of annual leave, \$70,000 less than FY18. The average employee who separated cashed out approximately 6.2 days of annual leave.

Graph 17

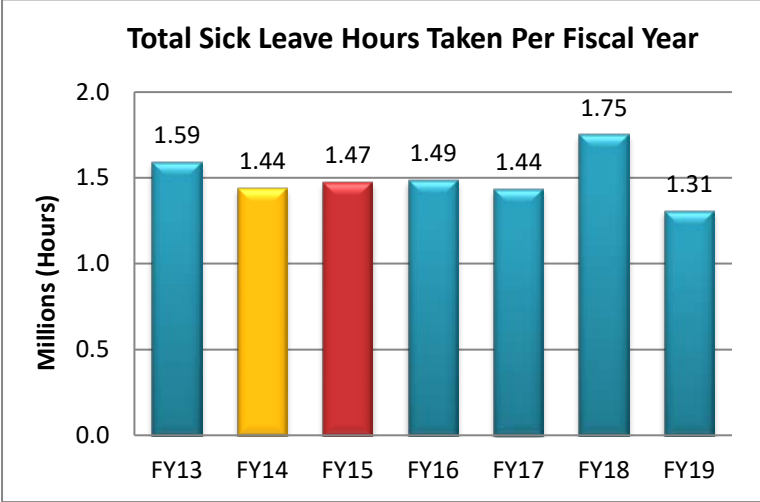
Graph 18



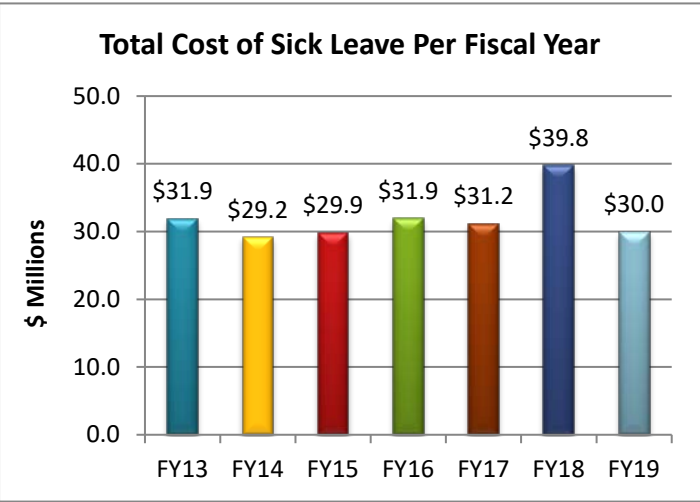
Sick Leave

All employees accrue 96 hours of sick leave per year, as per SPB rules. Employees in FY19 used approximately 1.31 million hours of sick leave, as compared to the FY18 level of 1.75 million hours, resulting in a decrease of 25%, which equates to approximately \$9,800,000. The sick leave actual usage and cost for FY12 through FY19 are shown on Graphs 22 and 23

Graph 19

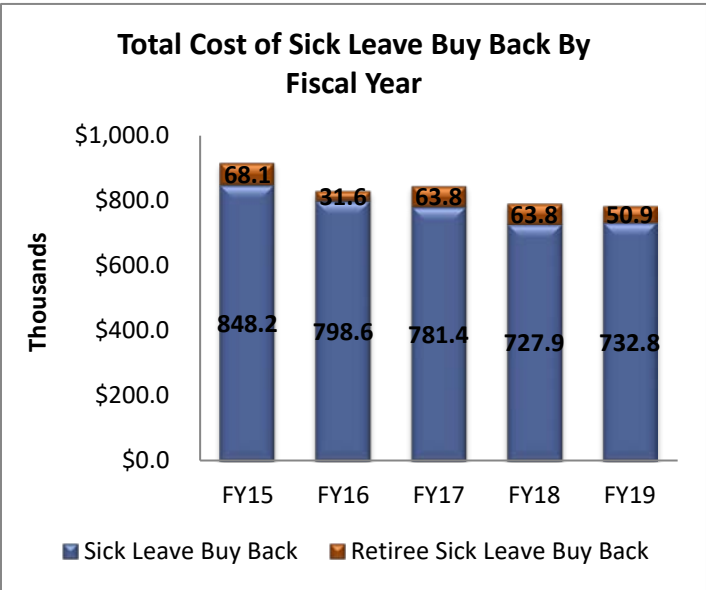


Graph 20

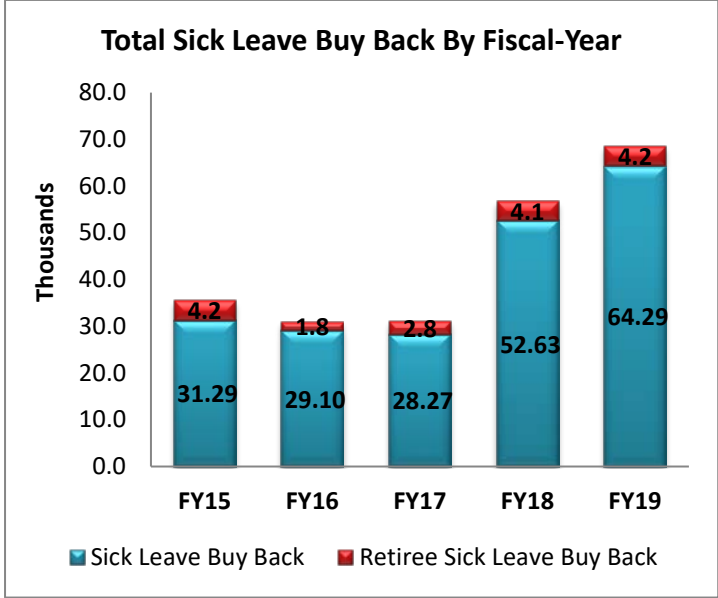


Employees are eligible to cash out accrued sick leave over 600 hours per fiscal year, either in July or January, at one-half their hourly rate for up to 120 hours of sick leave. At the time of retirement, employees can cash out accrued sick leave over 600 hours at one-half their hourly rate for up to 400 hours of sick leave. In FY19, agencies cashed out a total of 64,290 hours of sick leave for active employees. Employees who were retiring cashed out approximately 4,000 hours. The graphs below show the total hours paid at one half the cost of employee’s hourly wage from FY14 through FY19.

Graph 21



Graph 22



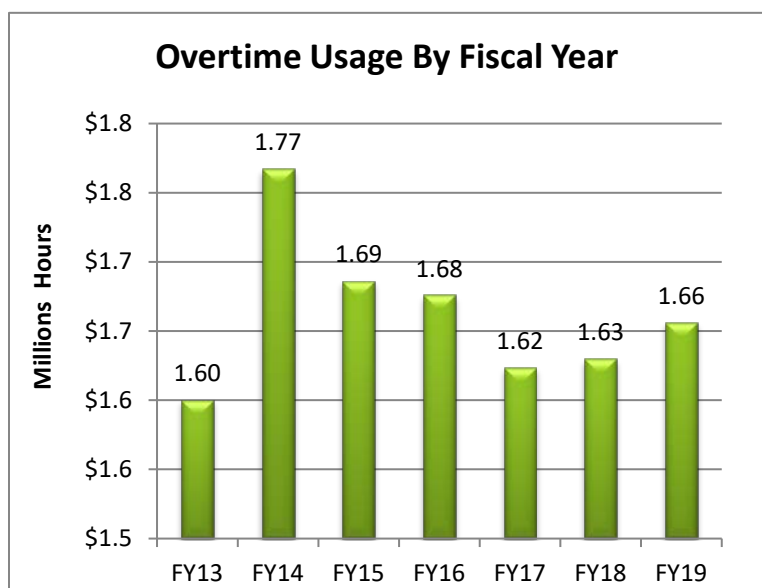
Overtime

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 understaffing, special projects, or emergency situations require employees to work additional hours. Overtime payment is left largely to the discretion of the agencies. Agencies may allow employees to accrue compensatory time in lieu of cash payment. The Fair Labor Standards Act (FLSA) requires that non-exempt employees be compensated for any additional hours worked over 40 in a workweek, at 1.5 times their salary. FLSA Exempt Employees (those not covered by the overtime provisions of FLSA) may be compensated according to agency policy.

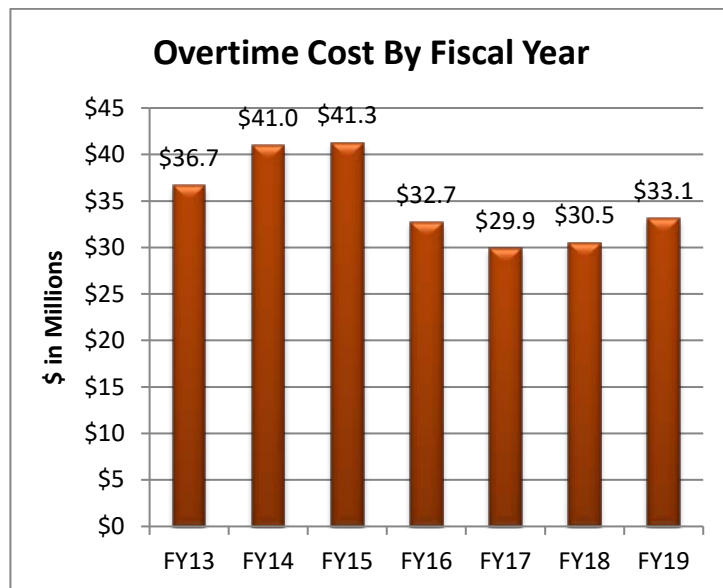
There is a correlation between vacancy rates and overtime hours worked. If an agency has a vacant position, employees may be required to do the work that would normally be done for that position by working additional hours.

During FY19, both FLSA non-exempt and FLSA exempt employees were paid over \$33 million dollars in the form of either a cash payment or compensatory time off. Graphs 23 and 24 below depict a comparison of overtime usage and total dollars paid from FY13 through FY19.

Graph 23



Graph 24



Turnover & Vacancy

Hiring

The State Personnel Act that mandates a competitive ranking of applicants. The State Personnel website is the portal for applicants to apply for jobs within the State's classified service. In July 2018, the state implemented the Talent Acquisition module in the SHARE system. The applicant tracking system within SHARE allows agency HR Managers to provide hiring

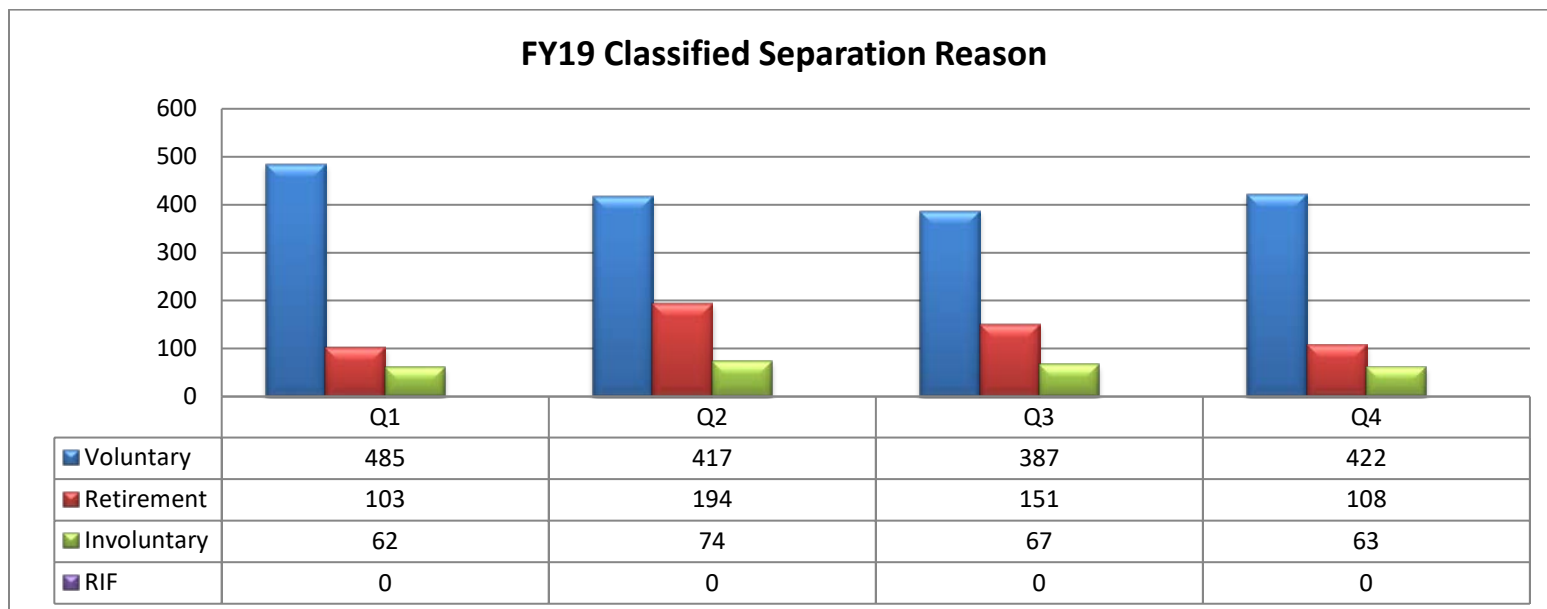
managers with ranked lists of applicants, allowing managers to make interview decisions from pools of applicants. who possess the job related qualifications required to successfully perform the advertised jobs.

In FY19, 2,591 classified new hires were made. In FY19, over 62% of new hires completed their probationary period.

Separation

In FY19, there were 2,533 total separations. Of the 2,533 separations, 68%, or 1,711 separations were voluntary and only 11%, or 266 separations positions were involuntary separations. Of the voluntary separations, 566 were related to retirement. There was no separations that were related to a Reduction In Force (RIF) in FY19.

Chart 3



Turnover Rates

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

Turnover costs can be significant when calculating the average cost of turnover per position, factoring in the number of separations in State agencies. Improvements in the recruitment and selection system improve an agency's ability to hire and retain high performing and engaged employees.

Appendix

Appendix A – Industry & Economic Data Sources

Appendix B – Legislative Fiscal Year Increase in Detail

Appendix C – 2019 Year Comparator Market Average Classified Salary

Appendix D – Classified Service Salary Structure

Appendix E – Average Salary Data by Agency

Appendix F – Alternative Pay Band Assignments

Appendix G – New Structure General Classification Framework

Appendix A – industry & Economic Data Sources

<p>WorldatWork Total Salary Increase Budget Survey:</p> <p>(United States participating members)</p>	<p>WorldatWork is a nonprofit human resources association focused on compensation, benefits, work-life effectiveness and total rewards. WorldatWork has more than 70,000 members and subscribers worldwide. Their Salary Budget Survey is the #1 source in the industry, as well as the longest and largest survey of its kind. WorldatWork projects an average salary increase of three and three tenths percent (3.3 %) across all US industries for 2020.</p> <p>Supporting data may be found at www.worldatwork.org.</p>
<p>Korn Ferry HayGroup:</p> <p>(United States participating member)</p>	<p>Korn Ferry is a global management and consulting firm providing a range of HR services to companies in 110 countries. They are a leading provider of compensation data, strategy and services across all major industries and employment sectors. For 2020, Korn Ferry projects a three percent (3.0%) average base salary increase across all industries.</p> <p>Supporting data may be found at www.kornferry.com</p>
<p>Mercer:</p> <p>(United States participating member)</p>	<p>Mercer is a global human resources consulting firm providing services from strategy to implementation. Mercer is a leading provider of compensation and benefits information created from one of the largest warehouses of employer-reported data, with benchmark data representing 17 million employees from over 6,000 organizations. Mercer projects an average salary increase of three and six tenths percent (3.6 %) across all industries for 2020.</p> <p>Supporting data may be found at www.imercer.com.</p>
<p>Willis Towers Watson:</p> <p>(United States participating member)</p>	<p>Willis Towers Watson is a global advisory, broking and solutions company with over 40,000 employees in more than 140 countries. The Willis Towers Watson General Industry Salary Budget Survey found salary increases are expected to hold steady in 2020, with projections for exempt, non-management employees at three and one tenths percent (3.1%), management employees at three and one tenths percent (3.1%), non-exempt hourly employees at three percent (3.0%) and non-exempt salaried employees at two and nine tenths percent (2.9%).</p> <p>Supporting data may be found at www.willistowerswatson.com.</p>
<p>Aon:</p> <p>(United States participating member)</p>	<p>The Aon U.S. Salary Increase Survey of 1,062 U.S. companies indicates that organizations plan on providing a three and two tenths percent (3.2 %) salary increase across all industries for 2020.</p> <p>Supporting data may be found at www.aon.com.</p>
<p>Salary.com:</p>	<p>Salary.com is the leading SaaS provider of cloud-based compensation market data and analytics. Founded in 1999, the Company serves approximately 4,000 business-to-business customers worldwide with its market-leading CompAnalyst platform. Salary.com projects that the median annual salary increase will remain at three percent (3.0%) across all industries for 2020.</p> <p>Supporting data may be found at www.salary.com.</p>
<p>United States Bureau of Labor Statistics:</p>	<p>The Bureau of Labor Statistics of the U.S. Department of Labor is the principal Federal agency responsible for measuring labor market activity, working conditions and price changes in the US economy. Its mission is to collect, analyze, and disseminate essential economic information to support</p>

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

Appendix B – Legislative Fiscal Year Increase in Detail

Date	Legislative Increase	Other	General Fund Appropriation
7/1/2018	2.00%	The Legislature appropriated from the general fund to the department of finance and administration for expenditure in fiscal year 2020 to provide salary increases to employees in budgeted positions who have completed their probationary period subject to satisfactory job performance.	\$21,611,200
7/1/2017	1.00%	The Legislature appropriated an additional 1% from the general fund to the department of finance and administration for expenditure in fiscal year 2020 to provide salary increases to employees in budgeted positions who are earning less than twenty-five thousand dollars per year on a full time equivalent basis.	\$102,800
7/1/2017	0.00%	□	-
7/1/2016	0.00%	The Legislature appropriated \$4.5 million to the Corrections department specifically for the purpose to "...implement and occupationally based salary structure that brings staff salaries to the minimum of the pay bands and to provide targeted salary increases to custody staff for the purpose of reducing compaction and improving employee recruitment and retention ...".	\$4,500,000
7/1/2015	0.00%		-
7/5/2014	3.00%	<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	1.00%	• Additional 3% was given to commissioned officers in the Motor Transportation Division for a total of 4%.	\$8,197,068
7/1/2011	0.00%		-
7/1/2010	0.00%		-
7/1/2009	0.00%		-
7/1/2008	2.90%		-
7/1/2007	4.50%	<ul style="list-style-type: none"> • Bring 86 employees to \$7.50/hr. • 5% to MTD/SID Officers at DPS "in lieu" of FY08 pay package. • Additional 5% to Adult Correctional Officers and Public Defender Attorneys. • Additional 4% to Probation/Parole Officers, Librarian, Librarian Asst., Librarian Tech., Livestock/Meat Inspector, Dispatcher, Security Guard, Forensic Scientist O & A roles, Highway Maintainers, Civil Engineering Tech. Also HSD FAA's, & CSLA. DOH Chemist; Microbiologist; Life, Physical & Social Science Tech. and Medical Scientist-Except Epidemiologist. 	\$29,661,100
7/1/2006	5.00%	• MTD/SID Officers at the Department of Public Safety. \$129,600 for MTD Officers and \$182,600 for SID Officers. This resulted in an average 18.0% increase for MTD and an average 20.2% increase for SID.	\$23,097,100
7/1/2005	1.80%	<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	2.00%		\$9,100,600
7/1/2003	3.10%		\$5,810,000

*Full cost includes state paid benefits.

Appendix C – 2019 Year Comparator Market Average Classified Salary

Year	8 State Average	New Mexico	Percent NM to Market
2001	\$35,116	\$31,858	-10.2%
2002	\$34,809	\$32,558	-6.9%
2003	\$36,249	\$33,426	-8.4%
2004	\$37,418	\$34,018	-10.0%
2005	\$37,157	\$35,834	-3.7%
2006	\$39,274	\$37,918	-3.6%
2007	\$39,787	\$38,820	-2.5%
2008	\$41,712	\$42,099	0.9%
2009	\$43,398	\$42,058	-3.2%
2010	\$43,671	\$41,986	-4.0%
2011	\$41,818	\$41,995	0.4%
2012	\$43,590	\$41,912	-4.0%
2013	\$42,599	\$41,912	-1.6%
2014	\$44,507	\$43,576	-2.1%
2015	\$47,134	\$44,554	-5.8%
2016	\$48,979	\$44,803	-9.3%
2017	\$49,588	\$45,324	-9.4%
2018	\$46,867	\$45,906	-2.1%
2019	\$49,270	\$48,298	-2.0%

Appendix D – Classified Service Salary Structure

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

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

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

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

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

ENGINEER, SURVEYOR AND WATER RESOURCE CLASSIFIED SERVICE SALARY STRUCTURE				
Pay Band	Minimum	Midpoint	Maximum	Band Width
EA	\$28,405	\$36,926	\$45,448	60%
EB	\$31,516	\$40,971	\$50,426	60%
EC	\$35,435	\$46,066	\$56,696	60%
ED	\$40,402	\$52,522	\$64,643	60%
EE	\$47,199	\$61,359	\$75,518	60%
EF	\$56,792	\$73,830	\$90,867	60%

EG	\$63,198	\$82,158	\$101,117	60%
EH	\$70,155	\$91,201	\$112,248	60%
EI	\$77,875	\$101,238	\$124,600	60%
EJ	\$84,881	\$110,345	\$135,810	60%
EK	\$92,518	\$120,274	\$148,029	60%

**ENGINEER, SURVEYOR AND WATER RESOURCE CLASSIFIED
SERVICE SALARY STRUCTURE**

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

IT CLASSIFIED SERVICE SALARY STRUCTURE

Pay Band	Minimum	Midpoint	Maximum	Band Width
IA	\$30,754	\$41,057	\$51,359	67%
IB	\$35,894	\$47,919	\$59,943	67%
IC	\$42,276	\$56,438	\$70,601	67%
ID	\$47,622	\$63,576	\$79,529	67%
IE	\$53,327	\$71,191	\$89,056	67%
IF	\$60,351	\$80,568	\$100,786	67%
IG	\$70,551	\$94,186	\$117,820	67%
IH	\$82,736	\$110,453	\$138,169	67%
II	\$91,098	\$121,616	\$152,134	67%
IJ	\$101,063	\$134,919	\$168,775	67%
IK	\$112,957	\$150,797	\$188,638	67%

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

Appendix E – Average Salary Data by Agency

Agency	Average Annual Salary	Average Compa-Ratio	Employee Count
Administrative Hearings Office	\$62,272	114.9%	14
Adult Parole Board	\$35,649	97.9%	5
Aging & Long-Term Services Department	\$51,788	108.0%	188
Architect Examiners Board	\$42,226	116.0%	3
Board of Nursing	\$47,406	108.3%	22
Border Development Authority	\$47,557	103.9%	2
Children, Youth & Families Department	\$45,610	102.2%	1884
Com for Deaf/Hard of Hearing	\$47,690	105.7%	12
Commission for the Blind	\$41,827	101.1%	52
Commission of Public Records	\$49,628	102.0%	27
Crime Victims Reparation Commission	\$47,296	103.4%	22
Department of Cultural Affairs	\$41,367	103.6%	384
Department of Environment	\$57,312	106.6%	521
Department of Finance & Administration	\$59,967	109.1%	113
Department of Game & Fish	\$50,934	109.8%	275
Department of Health	\$44,980	103.1%	2746
Department of Indian Affairs	\$48,297	111.7%	8
Department of Public Safety	\$43,884	104.0%	393
Department of Transportation	\$44,729	103.2%	2054
Department of Veteran Services	\$38,764	104.6%	208
Department of Workforce Solutions	\$40,822	96.7%	422
Department of Information Technology	\$63,664	100.6%	136
Department of Vocational Rehabilitation	\$47,868	106.9%	229
Dev Disabilities Planning Commission	\$45,365	103.9%	18
Economic Development Department	\$56,786	104.7%	33
Educational Retirement Board	\$49,377	106.3%	52
Energy, Minerals & Natural Rsrcs Dpt	\$43,980	100.5%	434
EXPO New Mexico	\$47,363	110.9%	16
Gaming Control Board	\$51,803	112.2%	40
General Services Department	\$44,916	109.2%	227
Governor's Comm. on Disability	\$51,726	98.3%	12
Higher Education Department	\$62,539	112.8%	35
Homeland Security & Emergency Mgt	\$54,680	112.7%	50
Human Services Department	\$43,031	93.3%	1668
Livestock Board	\$42,135	93.5%	66

Agency	Average Annual Salary	Average Compa-Ratio	Employee Count
Medical Examiners Board	\$55,650	104.9%	11
Military Affairs	\$42,968	106.9%	124
Miners Colfax Medical Center	\$62,889	98.1%	231
New Mexico Corrections Department	\$41,221	90.1%	1831
NM Education Trust Board	\$74,554	111.9%	2
Office of the State Engineer	\$58,949	94.3%	247
Office of African American Affairs	\$47,137	101.7%	6
Office of Natural Resc Trustee	\$70,439	105.6%	3
Prof Engineers & Land Surveyors Board	\$41,698	100.1%	6
Public Education Department	\$61,223	107.3%	217
Public Employee Retirement Association	\$53,320	112.9%	67
Public Regulation Commission	\$54,400	104.7%	108
Public School Insurance Authority	\$56,154	115.5%	7
Regulation & Licensing Department	\$50,144	108.6%	238
Retiree Health Care Authority	\$48,187	103.5%	22
Secretary of State	\$48,489	106.1%	39
SpacePort Authority	\$65,919	112.3%	11
State Auditor	\$62,111	104.4%	23
State Investment Council	\$74,681	113.2%	15
State Land Office	\$54,138	109.4%	121
State Personnel Board	\$61,899	113.3%	31
State Racing Commission	\$50,590	105.4%	11
State Treasurer	\$62,803	107.9%	21
Superintendent of Insurance	\$55,319	111.0%	78
Taxation & Revenue Department	\$43,021	102.2%	805
Tourism Department	\$45,413	104.0%	35
Veterinary Examiners Board	\$27,352	106.7%	2
Workers Compensation Admin	\$45,158	102.9%	102
Youth Conservation Corps	\$59,218	105.8%	2
Total	\$46,070	101.1%	16,787

Appendix F – Alternative Pay Band Assignments

Job Code	Classification Title	Pay Band	Reverts to Pay Band
D2011A	ACTUARY-A	75	70
D2011B	ACTUARY-B	65	60
D2011O	ACTUARY-O	70	65
X40100	ADMIN/OPS I – DENTAL	95	80
X40200	ADMIN/OPS I - ENVIRONMENTAL SCIENCE	85	80
X40250	ADMIN/OPS I - FORENSIC SCIENCE	90	80
X40300	ADMIN/OPS I - HOSPITAL ADMINISTRATION	95	80
X40700	ADMIN/OPS I - MTD/SID	90	80
X40400	ADMIN/OPS I - NURSING	90	80
X40450	ADMIN/OPS I - NUTRITION/DIETITIAN	85	80
X40500	ADMIN/OPS I - OT/PT/SLP	95	80
X40550	ADMIN/OPS I - PHARMACY	96	80
X40650	ADMIN/OPS I - PHYSICIAN	98	80
X40600	ADMIN/OPS I - PSYCHIATRY	98	80
X50100	ADMIN/OPS II - DENTAL	95	85
X50200	ADMIN/OPS II - ENVIRONMENTAL SCIENCE	90	85
X50250	ADMIN/OPS II - FORENSIC SCIENCE	95	85
X50300	ADMIN/OPS II - HOSPITAL ADMINISTRATION	96	85
X50700	ADMIN/OPS II - MTD/SID	95	85
X50400	ADMIN/OPS II - NURSING	95	85
X50500	ADMIN/OPS II - OT/PT/SLP	95	85
X50550	ADMIN/OPS II - PHARMACY	97	85
X50650	ADMIN/OPS II - PHYSICIAN	98	85
X50600	ADMIN/OPS II - PSYCHIATRY	98	85
X52012	ADMIN/OPS II - STATE AUDIT	90	85
U3011A	AIRCRAFT MECHANICS & SERVICE TECH-A	75	55
U3011B	AIRCRAFT MECHANICS & SERVICE TECH-B	65	45
U3011O	AIRCRAFT MECHANICS & SERVICE TECH-O	70	50
W20111	AIRCRAFT PILOT	80	70
K10802	CERTIFIED NURSE MIDWIFE	90	70
K10801	CERTIFIED NURSE PRACTITIONER	90	70
C20100	CERTIFIED PUBLIC ACCOUNTANT	85	80
C3900	CHIEF FINANCIAL ACCOUNTANT	85	80
G10501	CHILD SUPPORT LEGAL ASSISTANT 1	60	55
G10502	CHILD SUPPORT LEGAL ASSISTANT 2	65	60

Job Code	Classification Title	Pay Band	Reverts to Pay Band
E3022A	CIVIL ENGINEERING TECHNICIAN-NL-A	60	55
E3022O	CIVIL ENGINEERING TECHNICIAN-NL-O	55	50
K10803	CLINICAL NURSE SPECIALIST	90	70
K10661	CLINICAL PSYCHOLOGIST I	85	75
K10662	CLINICAL PSYCHOLOGIST II	90	80
T4011S	CONSTRUCTION & BLDG INSPECTOR AREA CHIEF	70	65
T40112	CONSTRUCTION & BLDG INSPECTOR MULTI CERT	65	60
T40111	CONSTRUCTION & BLDG INSPECTOR SINGL CERT	60	55
T4011B	CONSTRUCTION & BUILDING INSPECTOR-1	55	50
T4011O	CONSTRUCTION & BUILDING INSPECTOR-2	60	55
T4011A	CONSTRUCTION & BUILDING INSPECTOR-3	65	60
I90311	COORDINATOR - CLASSROOM TECH	70	65
L9091A	DENTAL ASSISTANT-A	50	35
L9091B	DENTAL ASSISTANT-B	40	25
L9091O	DENTAL ASSISTANT-O	45	30
K2021A	DENTAL HYGIENIST-A	70	55
K2021B	DENTAL HYGIENIST-B	60	45
K2021O	DENTAL HYGIENIST-O	65	50
K1021S	DENTIST, GENERAL SUPV	95	85
K1021A	DENTIST, GENERAL-A	90	80
K1021B	DENTIST, GENERAL-B	80	70
K1021O	DENTIST, GENERAL-O	85	75
X40251	DEPUTY FORENSIC TOXICOLOGY BUR CHIEF	90	80
X60400	DIRECTOR OF NURSING	95	90
X45033	DPS EMERGENCY COMMUNICATIONS MANAGER	90	80
Q20102	ECONOMIC DEVELOPMENT PROGRAM COORD	80	70
Q20101	ECONOMIC DEVELOPMENT REPRESENTIVE	75	65
F3011S	ECONOMIST SUPV	85	75
F3011A	ECONOMIST-A	80	70
F3011B	ECONOMIST-B	70	60
F3011O	ECONOMIST-O	75	65
B9039S	EDUCATION ADMINISTRATOR SUPV	85	80
B9039A	EDUCATION ADMINISTRATOR-A	80	75
T2111A	ELECTRICIAN-A	55	50
T2111B	ELECTRICIAN-B	45	40

Job Code	Classification Title	Pay Band	Reverts to Pay Band
M40101	EMERGENCY MANAGEMENT SPECIALIST	65	60
E3000S	ENGINEER SPECIALIST, ALL OTHER-NL SUPV	85	80
E3000A	ENGINEER SPECIALIST, ALL OTHER-NL-A	80	75
F2041S	ENVIRONMENTAL SCIENTIST & SPEC SUPV	80	70
F2041A	ENVIRONMENTAL SCIENTIST & SPEC-A	75	65
F2041B	ENVIRONMENTAL SCIENTIST & SPEC-B	65	55
F2041O	ENVIRONMENTAL SCIENTIST & SPEC-O	70	60
X80300	EXECUTIVE - HOSPITAL ADMINISTRATION	98	96
X80550	EXECUTIVE - PHARMACY	97	96
X80650	EXECUTIVE - PHYSICIAN	98	96
X80600	EXECUTIVE - PSYCHIATRY	98	96
K1062S	FAMILY & GENERAL PRACTITIONER SUPV	98	90
K1062A	FAMILY & GENERAL PRACTITIONER-A	97	85
K1062B	FAMILY & GENERAL PRACTITIONER-B	95	75
K1062O	FAMILY & GENERAL PRACTITIONER-O	96	80
G10601	FAMILY ASSISTANCE ANALYST 1	60	55
G10602	FAMILY ASSISTANCE ANALYST 2	65	60
C2061S	FINANCIAL EXAMINER SUPERVISOR	75	70
C2061A	FINANCIAL EXAMINER-A	70	65
C2061B	FINANCIAL EXAMINER-B	60	55
C2061O	FINANCIAL EXAMINER-O	65	60
F4092O	FORENSIC SCIENTIST 1	75	55
F4092A	FORENSIC SCIENTIST 2	80	60
F4092S	FORENSIC SCIENTIST SUPERVISOR	85	65
X50251	FORENSIC TOXICOLOGY BUREAU CHIEF	95	85
C20211	GEN CERT REAL ESTATE APPRAISER & ADVISOR	80	70
X60100	GENERAL I - DENTAL	95	90
X60200	GENERAL I - ENVIRONMENTAL SCIENCE	95	90
X60250	GENERAL I - FORENSIC SCIENCE	96	90
X60300	GENERAL I - HOSPITAL ADMINISTRATION	97	90
X60700	GENERAL I - MTD/SID	95	90
X60500	GENERAL I - OT/PT/SLP	95	90
X60550	GENERAL I - PHARMACY	97	90
X60650	GENERAL I - PHYSICIAN	98	90
X60600	GENERAL I - PSYCHIATRY	98	90
X70300	GENERAL II - HOSPITAL ADMINISTRATION	98	95
X70550	GENERAL II - PHARMACY	97	95

Job Code	Classification Title	Pay Band	Reverts to Pay Band
X70650	GENERAL II - PHYSICIAN	98	95
X70600	GENERAL II - PSYCHIATRY	98	95
F2042S	GEOLOGIST, XCPT HYDROLOGIST & GEOGRAPHER SUPV	80	75
F2042A	GEOLOGIST, XCPT HYDROLOGIST & GEOGRAPHER-A	75	70
F2042B	GEOLOGIST, XCPT HYDROLOGIST & GEOGRAPHER-B	65	60
F2042O	GEOLOGIST, XCPT HYDROLOGIST & GEOGRAPHER-O	70	65
E2111S	HEALTHCARE SURVEYOR SUPV	75	70
E2111A	HEALTHCARE SURVEYOR-A	70	65
E2111B	HEALTHCARE SURVEYOR-B	60	55
E2111O	HEALTHCARE SURVEYOR-O	65	60
U9021S	HEATING, AIR CONDITIONING, & REFRIG SUPV	60	55
U9021A	HEATING, AIR CONDITIONING, & REFRIG-A	55	50
U9021B	HEATING, AIR CONDITIONING, & REFRIG-B	45	40
U9021O	HEATING, AIR CONDITIONING, & REFRIG-O	50	45
T4051S	HIGHWAY MAINTENANCE WORKER SUPV	60	55
T4051A	HIGHWAY MAINTENANCE WORKER-A	55	50
T4051B	HIGHWAY MAINTENANCE WORKER-B	45	40
T4051O	HIGHWAY MAINTENANCE WORKER-O	50	45
M40102	HOMELAND SECURITY SPECIALIST	70	65
G10701	HSD QUALITY ASSURANCE SPECIALIST	70	65
G1070S	HSD QUALITY ASSURANCE SPECIALIST SUPV	75	70
F2043S	HYDROLOGIST SUPV	80	75
F2043A	HYDROLOGIST-A	75	70
F2043B	HYDROLOGIST-B	65	60
F2043O	HYDROLOGIST-O	70	65
X30795	IT COMMUNICATIONS MANAGER - DHSEM	85	75
G10941	JUVENILE PROBATION PAROLE OFFICER 1	65	60
G10942	JUVENILE PROBATION PAROLE OFFICER 2	70	65
G1094S	JUVENILE PROBATION PAROLE OFFICER SUPV	75	70
C10791	LABOR RELATIONS ADMINISTRATOR	75	70
I4031A	LIBRARIAN TECHNICIAN-A	50	45
I4031B	LIBRARIAN TECHNICIAN-B	40	35
I4031O	LIBRARIAN TECHNICIAN-O	45	40
I4021A	LIBRARIAN-A	70	65
I4021B	LIBRARIAN-B	60	55

Job Code	Classification Title	Pay Band	Reverts to Pay Band
I40210	LIBRARIAN-O	65	60
I40215	LIBRARIAN-SUPV	75	70
R4121A	LIBRARY ASSISTANT, CLERICAL-A	35	30
R4121O	LIBRARY ASSISTANT, CLERICAL-O	30	25
K2061S	LICENSED PRACTICL & LICENSED VOC NRS SUPV	65	55
K2061A	LICENSED PRACTICL & LICENSED VOC NRS-A	60	50
K2061B	LICENSED PRACTICL & LICENSED VOC NRS-B	50	40
K2061O	LICENSED PRACTICL & LICENSED VOC NRS-O	55	45
X10100	LINE I - DENTAL	95	65
X10125	LINE I - ECONOMICS	70	65
X10150	LINE I - ENGINEERING	70	65
X10200	LINE I - ENVIRONMENTAL SCIENCE	70	65
X10250	LINE I - FORENSIC SCIENCE	80	65
X10300	LINE I - HOSPITAL ADMINISTRATION	80	65
X10700	LINE I - MTD/SID	75	65
X10400	LINE I - NURSING	80	65
X10450	LINE I - NUTRITION/DIETITIAN	70	65
X10500	LINE I - OT/PT/SLP	80	65
X10550	LINE I - PHARMACY	85	65
X10650	LINE I - PHYSICIAN	98	65
X10600	LINE I - PSYCHIATRY	98	65
X20100	LINE II - DENTAL	95	70
X20125	LINE II - ECONOMICS	75	70
X20150	LINE II - ENGINEERING	75	70
X20200	LINE II - ENVIRONMENTAL SCIENCE	75	70
X20250	LINE II - FORENSIC SCIENCE	80	70
X20300	LINE II - HOSPITAL ADMINISTRATION	85	70
X20700	LINE II - MTD/SID	80	70
X20400	LINE II - NURSING	85	70
X20450	LINE II - NUTRITION/DIETITIAN	75	70
X20500	LINE II - OT/PT/SLP	85	70
X20550	LINE II - PHARMACY	90	70
X20650	LINE II - PHYSICIAN	98	70
X20600	LINE II - PSYCHIATRY	98	70
S20101	LIVESTOCK INSPECTOR 1	60	55
S20102	LIVESTOCK INSPECTOR 2	65	60
S2010S	LIVESTOCK INSPECTOR SUPV	70	65

Job Code	Classification Title	Pay Band	Reverts to Pay Band
K20811	MEDICAL CLAIMS CODER	60	45
E2152S	MINING & GEOLOGICAL SPECIALIST-NL SUPV	80	75
E2152A	MINING & GEOLOGICAL SPECIALIST-NL-A	75	70
E2152B	MINING & GEOLOGICAL SPECIALIST-NL-B	65	60
E2152O	MINING & GEOLOGICAL SPECIALIST-NL-O	70	65
J3052	MUS PRESS ART MGR	70	60
J3053	MUS PRESS EDITOR MGR	70	60
J3054	MUS PRESS MKTG MGR	70	60
X30514	MUSEUM PUBLICATION DIR	80	75
R4032S	MVD STAFF ADMINISTRATOR	70	65
L1012S	NURSING AIDE, ORDERLIES, & ATTENDANT SUPV	45	55
L1012A	NURSING AIDE, ORDERLIES, & ATTENDANT-A	40	50
L1012B	NURSING AIDE, ORDERLIES, & ATTENDANT-B	30	40
L1012O	NURSING AIDE, ORDERLIES, & ATTENDANT-O	35	45
K1122S	OCCUPATIONAL THERAPIST SUPV	85	70
K1122A	OCCUPATIONAL THERAPIST-A	80	65
K1122B	OCCUPATIONAL THERAPIST-B	70	55
K1122O	OCCUPATIONAL THERAPIST-O	75	60
D2031A	OPERATION RESEARCH ANALYST-A	70	65
D2031B	OPERATION RESEARCH ANALYST-B	60	55
D2031O	OPERATION RESEARCH ANALYST-O	65	60
E2171S	PETROLEUM SPECIALIST SUPV	85	80
E2171A	PETROLEUM SPECIALIST-A	80	75
E2171B	PETROLEUM SPECIALIST-B	70	65
E2171O	PETROLEUM SPECIALIST-O	75	70
K1051S	PHARMACIST SUPV	95	75
K1051A	PHARMACIST-A	90	70
K1051B	PHARMACIST-B	80	60
K1051O	PHARMACIST-O	85	65
K1123S	PHYSICAL THERAPIST SUPV	85	70
K1123A	PHYSICAL THERAPIST-A	80	65
K1123B	PHYSICAL THERAPIST-B	70	55
K1123O	PHYSICAL THERAPIST-O	75	60
K10621	PHYSICIAN	99	80
K10701	PHYSICIAN ASSISTANT	85	70
K1070S	PHYSICIAN ASSISTANT SUPV	90	75
X61062	PHYSICIAN MANAGER	99	90

Job Code	Classification Title	Pay Band	Reverts to Pay Band
T2152S	PLUMBER, PIPEFITTER, & STEAM FITTER SUPV	60	55
T2152A	PLUMBER, PIPEFITTER, & STEAM FITTER-A	55	50
T2152B	PLUMBER, PIPEFITTER, & STEAM FITTER-B	45	40
T2152O	PLUMBER, PIPEFITTER, & STEAM FITTER-O	50	45
M3051S	POLICE & SHERIFF PATROL OFFICER SUPV	85	80
M3051A	POLICE & SHERIFF PATROL OFFICER-A	75	65
M3051B	POLICE & SHERIFF PATROL OFFICER-B	65	55
M3051O	POLICE & SHERIFF PATROL OFFICER-O	70	60
C9003	PRINCIPAL EXECUTIVE BUDGET AND POLICY ANALYST	85	80
G10901	PROBATION PAROLE OFFICER 1	65	60
G10902	PROBATION PAROLE OFFICER 2	70	65
G1090S	PROBATION PAROLE OFFICER SUPV	75	70
C11111	PROCESS IMPROVEMENT ANALYST	85	70
C10323	PROPERTY & CASUALTY ADJUSTER I	70	60
C10324	PROPERTY & CASUALTY ADJUSTER II	75	65
K1066S	PSYCHIATRIST SUPV	98	90
K1066A	PSYCHIATRIST-A	97	85
K1066B	PSYCHIATRIST-B	95	75
K1066O	PSYCHIATRIST-O	96	80
H10112	PUBLIC DEFENDER 2	75	70
H10113	PUBLIC DEFENDER 3	80	75
H10114	PUBLIC DEFENDER 4	85	80
F30111	PUBLIC UTILITIES ECONOMIST	80	70
E30611	PUBLIC UTILITIES ENGINEER	85	75
K2034S	RADIOLOGIC TECHNOLOGIST &TECHNICIAN SUPV	65	60
K2034A	RADIOLOGIC TECHNOLOGIST &TECHNICIAN-A	60	55
K2034B	RADIOLOGIC TECHNOLOGIST &TECHNICIAN-B	50	45
K2034O	RADIOLOGIC TECHNOLOGIST &TECHNICIAN-O	55	50
K1111S	REGISTERED NURSE SUPV	85	70
K1111A	REGISTERED NURSE-A	80	65
K1111B	REGISTERED NURSE-B	70	55
K1111O	REGISTERED NURSE-O	75	60
K1126A	RESPIRATORY THERAPIST-A	60	50
K1126B	RESPIRATORY THERAPIST-B	50	40
K1126O	RESPIRATORY THERAPIST-O	55	45
C20501	RETIREMENT SPECIALIST, LEVEL 1	55	50

Job Code	Classification Title	Pay Band	Reverts to Pay Band
C20502	RETIREMENT SPECIALIST, LEVEL 2	60	55
C2050S	RETIREMENT SPECIALIST, SUPERVISOR	65	60
Q3031S	SECURITIES, COMMODITIES, & FIN SRVS SUPV	96	75
Q3031A	SECURITIES, COMMODITIES, & FIN SRVS-A	95	70
Q3031B	SECURITIES, COMMODITIES, & FIN SRVS-B	85	60
Q3031O	SECURITIES, COMMODITIES, & FIN SRVS-O	90	65
M9032S	SECURITY GUARD SUPV	50	40
M9032A	SECURITY GUARD-A	45	35
M9032B	SECURITY GUARD-B	35	25
M9032O	SECURITY GUARD-O	40	30
I3025	SIGNED LANGUAGE INTERPRETER	75	70
E40495	SPACEPORT AEROSPACE ENGINEER	90	75
Q40401	SPACEPORT AMERICA SALES AGENT	80	65
W20495	SPACEPORT FLIGHT CONTROL SPECIALIST	80	65
X40495	SPACEPORT OPERATIONS MANAGER	85	80
K1127A	SPEECH-LANGUAGE PATHOLOGIST-A	75	65
K1127B	SPEECH-LANGUAGE PATHOLOGIST-B	65	55
K1127O	SPEECH-LANGUAGE PATHOLOGIST-O	70	60
X30100	STAFF - DENTAL	95	75
X30125	STAFF - ECONOMICS	80	75
X30200	STAFF - ENVIRONMENTAL SCIENCE	80	75
X30250	STAFF - FORENSIC SCIENCE	85	75
X30300	STAFF - HOSPITAL ADMINISTRATION	90	75
X30700	STAFF - MTD/SID	85	75
X30400	STAFF - NURSING	85	75
X30450	STAFF - NUTRITION/DIETITIAN	80	75
X30500	STAFF - OT/PT/SLP	90	75
X30550	STAFF - PHARMACY	95	75
X30650	STAFF - PHYSICIAN	98	75
X30600	STAFF - PSYCHIATRY	98	75
C20123	STATE AUDIT AUDITOR COORDINATOR	85	75
C20121	STATE AUDITOR I	65	60
C20122	STATE AUDITOR II	70	65
X70250	STATE SCIENTIFIC LABORATORY DIRECTOR	96	90
M33011	STIU INVESTIGATOR	70	65
C20131	TAX AUDITOR I	60	55
C20132	TAX AUDITOR II	65	60

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

Appendix G – New Structure General Classification Framework

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

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

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

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