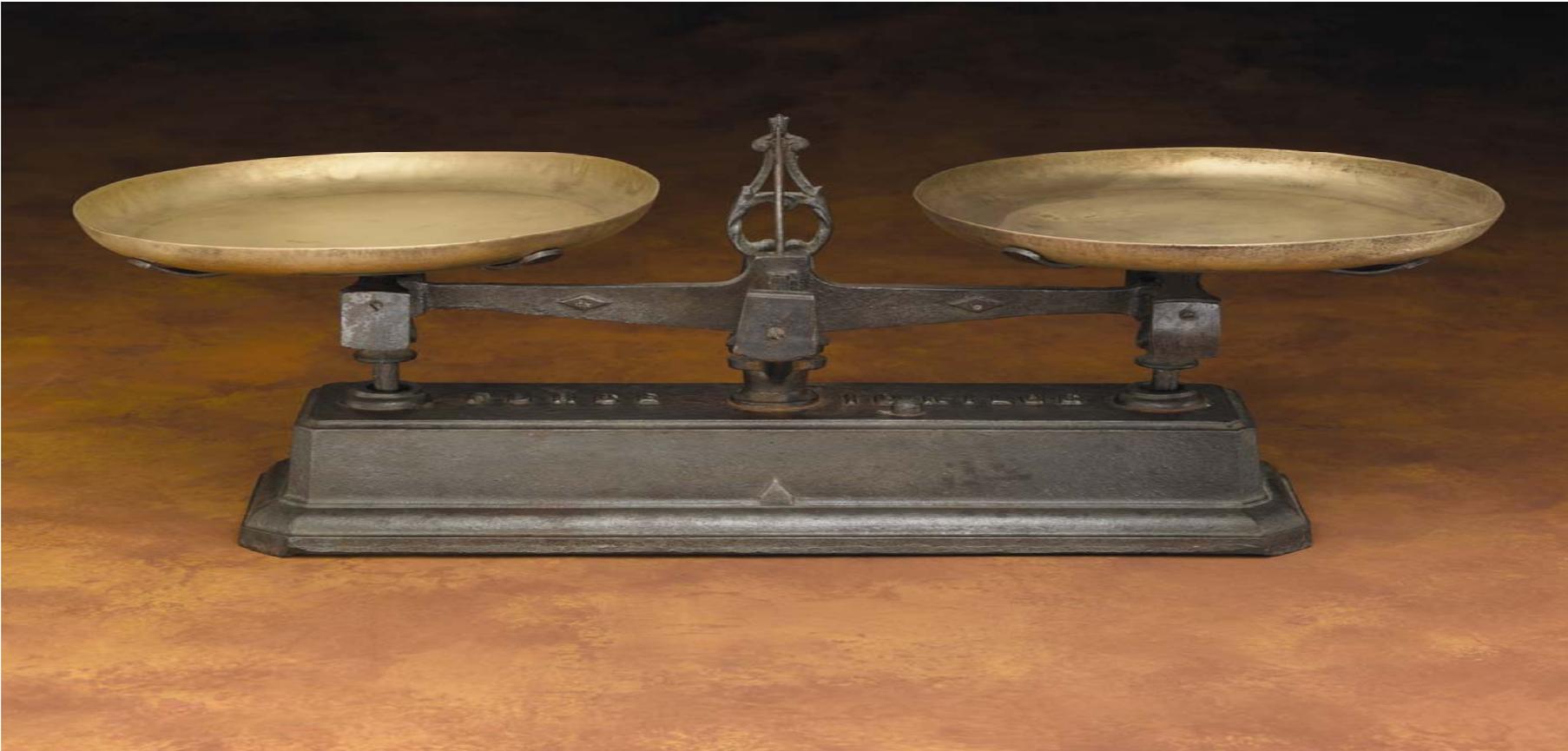


# State of North Dakota

Evaluation of Classified Employee Compensation System  
Final Report

OCTOBER, 2010



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# Introduction

- In February 2010, the Government Services Committee (GSC) of the Legislature of the State of North Dakota contracted with Hay Group to conduct an audit of 10 components of the Classified Employee Compensation plan
- In August 2010, Hay Group presented to the GSC a report setting out the project steps, analysis and findings from an evaluation of the 10 components
- In September 2010, Hay Group presented to the GSC recommendations as a result of this evaluation, guidance on how to implement the recommendations and the benefits to be achieved by actioning the recommendations
- In accordance with the contract between the State and Hay Group, the purpose of this report is to provide a final report on the project that has been undertaken

# Project Objectives

**The primary objective of this project was to evaluate the following 10 specific areas of the Classified Employee compensation system:**

- A State compensation philosophy statement
- Methods of classification
- Salary inequities
- Methods used to set pay grade minimums, maximums, and midpoints
- Appropriate market comparisons
- Fringe benefits
- Methods of developing and sustaining a consistent long-term salary increase administration policy for state government
- Recruitment and retention tools

## Project Objectives (cont'd)

**The primary objective of this project was to evaluate the following 10 specific areas of the Classified Employee compensation system (cont'd):**

- The budget appropriation process for providing funds to agencies to administer the State's salary increase policy
- The appropriate use of funding available within agency budgets from accumulated savings resulting from vacant positions and employee turnover. Focus is only on Salary Savings during the year

# Executive Summary

- This report provides a detailed analysis of the 10 components, and a summary of the analysis and recommendations for actions to be taken to enhance the existing Classified Employee Compensation plan
- The analysis shows that, in the opinion of Hay Group, ***the plan is not broken and the recommendations for enhancement can be done within the current plan***
- The current plan has an appropriate mix of centralized policy setting by HRMS and decentralized implementation within the Agencies
- A summary of the analysis is set out on pages 59-65 of this report. The key aspects of this summary include:
  - The State does not have a clear statement of a Compensation Philosophy which, if it existed, would bring more definition and clarity to issues such as definition of the market
  - While the classification methods, processes and forms are sound, there are opportunities for changes which will simplify and speed up the classification process
  - Internal equity issues exist due to compression created by the allocation of classifications to a limited number of grades. Some positions that are perceived to be different in content are placed in the same grade

## Executive Summary (cont'd)

- The State utilizes a modified version of the proprietary Hay Group method of job evaluation. While there has been consistent application of this methodology, it is the opinion of Hay Group that training in and use of the Hay Group method of job evaluation would result in a different grade allocation for classifications and this would ease compression
- There current market used for setting of salary ranges is loosely defined and the subject of debate each year. Current range midpoints are set at a level which is sometimes stated as 95% of the market average and also as 5% below the market average. However, Hay Group analysis shows that salary range midpoints vary from 10% below the market to 3% above the market
- The current overall compa-ratio across all grades (actual pay as compared to range midpoint) is 93% which, when combined with the positioning of the salary range midpoints as stated above, means that actual pay lags the market
- The State offers a sound, comprehensive and cost-effective benefits program. The focus of changes as an outcome of this review should be on the classification and compensation components
- The use of recruitment bonuses has helped the State in its recruitment process. However, this should not be seen as a substitute for addressing the issue of having competitive salary ranges

## Executive Summary (cont'd)

- The OMB has a sound and well documented compensation planning process and schedule and once budgets and appropriations have been approved by the Legislature, funding is appropriated on a “bulk funding” basis. This is a commendable process
- The State has in place sound pay delivery mechanisms, based on equity and performance. However, there have been contradictory statements of intent in recent years, such as in HB1015, which placed some emphasis on time in position. There are opportunities for strengthening the linkage between pay and equity in future funding decisions
- Vacancy savings are used for a number of purposes such as paying off leave balances, employee contractor pay, funding recruitment and retention bonuses, equity adjustments and some operational costs. Payment of leave balances is required and hence should be funded

## Executive Summary (cont'd)

- Set out on pages 67-74 of this report is a list of actions that Hay Group recommends be taken to enhance the current Classified Employee compensation system. These recommendations have been set out in a manner that the State will not only be able to see what should be done but the outcomes and value it will get from taking these actions.
- The key recommendations and actions that need to be taken, as they form the basis for the actioning and implementation of other recommendations include:
  - The development and adoption of a State Compensation Philosophy. This will provide the direction to and parameters within which all future compensation decisions should be made. Compensation policies should be prepared and plans administered consistent with this Compensation Philosophy
  - Adoption of the Hay Guide-Chart Profile Method of Job Evaluation, training of HRMS job evaluators and, if appropriate, Agency HR classifiers in that methodology and the evaluation of all classifications using this methodology. This will lead to the appropriate grade allocation for all classifications, decrease the number of classification requests and ease classification and pay compression. It will also provide the basis for the development of the appropriate levels in a job family and hence, career progression

## Executive Summary (cont'd)

- The conduct of a customized salary survey based on the definition of the market as an outcome of the adoption of the Compensation Philosophy. This will provide credible and defensible data as a basis for determining how many pay structures should exist, the setting of appropriate range midpoints and the construct of salary ranges.
- Funding for salary changes should continue to be based on performance and equity. However, Hay Group recommends that the Legislature fund pay movement through “one pot of money” rather than separate allocations for performance and equity. This will allow a greater linkage between market and performance. In addition, we recommend that the appropriations be expressed in dollar amounts rather than as percentages.
- Hay Group has provided to the Legislative Management Council a proposal for actioning all the recommendations contained on pages 67-74 in this report. The proposal shows that all the recommendations made can be actioned and implemented by the start of then next biennium on July 1, 2011

## Executive Summary (cont'd)

- Hay Group places on record our recognition of the support and cooperation that we have received from Legislative Council staff and the staff of HRMS. Such support has enabled Hay Group to conduct and complete this project within the timetable set by the GSC

## Steps Undertaken

### **The following steps have been undertaken since the project commenced in March 2010:**

- Meeting with the GSC for definition and clarification of what was to be studied in the 10 areas identified by the GSC
- Meeting with Legislative Council Staff for project planning
- Meeting with HRMS staff for identification of data needed and for gaining understanding of the current Classified Employee compensation plan
- Interviews with a cross section of Agency leadership for purposes of gaining an understanding of “what’s working; what’s not” in the design, implementation and administration of the Classified Employee compensation plan
- Extensive analysis in each of the 10 areas identified

## Steps Undertaken (cont'd)

**The following steps have been undertaken since the project commenced in March 2010 (cont'd):**

- Preparation of a preliminary report
- Present analysis and preliminary findings to the GSC in August 2010
- Development of the recommended changes/enhancements to the system and the outcomes that should be expected from these changes
- Presentation to the GSC in September 2010
- Preparation of this Final Report

## Key Interview Findings

**At the meeting of the GSC held on April 22, 2010, Hay Group provided a copy of the Interview Guide. The focus of the interviews was to gain an understanding of each of the 10 components of the plan from a “user” perspective**

**A summary of the key strengths/issues/challenges from the interviews held with Agency leadership is as follows:**

- The areas identified by the legislative committee to be reviewed were validated in our interviews as key focus areas for the compensation program
- The decentralization of compensation provides significant flexibility to agency leaders...when funds are available to allow for equity adjustments, respond to market pressures, and recognize performance
- The reclassification process, in general, is perceived to be long, rigid, and too literal
- It appears that the primary market used to set the salary ranges is not the market from which most of the agencies attract from and lose employees. A number of agencies attract from and lose to local private industries and public entities

## Key Interview Findings (cont'd)

- The benefits package is perceived to be the primary recruitment and retention tool. The benefit package is seen to be competitive with any market (state/local/government/private). The retirement program, in particular, is viewed as a strong benefit
- While benefits are used for recruitment and retention, the general consensus is that employees don't understand all the benefits available to them and don't understand the value of those benefits
- There is general concern that if any changes are made to the benefits package, the State will have even more of a difficult time attracting and retaining employees
- Currently, most agencies strive to recruit the best and most qualified – however due to the salary levels, recruiting and retaining the most qualified is difficult. If Agencies are able to recruit qualified employees, they are trained and a lot is invested in their abilities only then to lose them later for better pay
- Agencies seem to be focused on internal equity by recognizing employee performance and distributing dollars accordingly

## Key Interview Findings (cont'd)

- Equity pools are a key mechanism for moving employees through the ranges or at least maintain their same compa-ratio as the ranges move – this is also an issue, salary increases have not kept pace with market movement
- Agencies use the salary increase budget to recognize and distinguish performance among employees, however, the equity pools look at compa-ratio resulting in an “undoing” of the work performed to distinguish performance
- Monies for salary increases is highly unpredictable – “riding the wave of the economy,” making it difficult for agency leadership to attract, motivate, and retain employees
- Agencies with federal/special funds are perceived to be in a better position to compete against general fund agencies for talent. This is seen as causing inequity across the agencies, with varying pay for the same level of work
- The ranges appear to be irrelevant as most of the employees are below the midpoint (perception by agencies). 95% of the average of the market is one issue but the bigger issue is being able to pay employees for the work being performed (only half of the range is being utilized – however, midpoint is supposed to represent the going rate for competent work)

## Key Interview Findings (cont'd)

- From a first glance perspective there appears to be significant compression of jobs with a relatively small number of grades being utilized for the majority of positions, though this requires further analysis. If this is true it is likely that differences in jobs are not being recognized and there is limited career progression. Most agencies felt strongly that positions in the same grade are not similar in the level of knowledge and complexity

# Component Analysis

## What are they?

- This section of the report sets out detailed analysis of the 10 components of Classified Employee Compensation plan covered by the scope of the project. It is set out as follows:
  - Description of the Component
  - What Was Analyzed
  - What Was Found

# Component Analysis

## Compensation Philosophy

### Description of Component

- A compensation philosophy statement is intended to provide a foundation for the design and administration of compensation plans
  - It defines what you pay for and why
  - Written in general terms in order to provide a lasting basis for future compensation design and administration decisions

### What Was Analyzed

- Review of current compensation philosophy documentation
- The extent to which a compensation philosophy exists and if one does, the extent to which it contains component statements typically found in a compensation philosophy

# Component Analysis

## Compensation Philosophy

### What Was Found

- Chapter 54-44.3 of North Dakota Code is the law that sets out the purpose of HRMS and its roles and responsibilities
- Within that, 54-44-3.01.1 makes a statement about compensation relationships – Policy
- Chapter 54 also sets out the roles and responsibilities of the State Employee Compensation Commission
- However, Hay Group did not find a section of Code that clearly sets out a Compensation Philosophy
- A Compensation Philosophy should provide the basis upon which all decisions regarding compensation should be made
  - Put simply, the analysis of the areas that are covered by the scope of this project should have been reviewed within the context of a Compensation Philosophy statement

# Component Analysis

## Compensation Philosophy

- The key components of a Compensation Philosophy statement typically include:
  - An umbrella statement that links the compensation to the State's Mission, Vision, Values and its human resources objectives
  - Definition of the market
  - Definition of compensation
  - Definition of how pay ranges will be established
  - Definition of how pay will move
  - Definition of roles and accountabilities
  - Definition of what will be stated in code, policy, procedure, etc

# Component Analysis

## Methods of Classification

### Description of Component

- Methods used to develop and determine classifications
  - Extent to which current job documentation accurately and succinctly describes current job content
  - Methods and processes by which position classifications decisions are made
  - Extent to which employees are appropriately classified

### What Was Analyzed

- Overall Classification Process
- Process Duration
- Process Participant Constituency and Delineation of Responsibilities
- Position Information Questionnaire
- Classification Specifications
- Leveling Decisions
- Classification Schema

# Component Analysis

## Methods of Classification

### What Was Found

- Hay Group created a flow chart of the State's classification/reclassification process as set out on page 77 in the Appendices. The following observations can be made:
  - There are some potential “extra” steps in the flow of the process that could be modified or eliminated
  - The “type” of forms used to collect job content information are typical and consistent with sound practice
    - However, the forms themselves require improvement
  - Some of the methods used to assess job content and make classification/reclassifications decisions are consistent with best practice while other methods (that are more heavily utilized) are not consistent with sound practice
- There are improvements that can be made to the classification/reclassification steps and decision points in the process
  - However, while improvements can be made, HRMS must also begin to understand and dispel negative perceptions associated with the classification process

# Component Analysis

## Methods of Classification

- **Key Perception: Process Is Too Long**
  - Based on the guidelines: the total time for an employee from when they submit a request to the time they receive a decision is up to 120 days (60 days from the time HRMS received the request). The total time for reconsideration of a classification allocation is up to 60 days and the total time for a final appeal decision will vary
  - The table below displays the results of actual timeframes (analysis is based on approximately 2,783 requests; 77 reconsiderations; and 25 appeals that were received from July 1, 2007 to March 3, 2010)

# of Days From HRMS Receipt to Decision	% of Decisions Achieved		
	Request	Reconsideration	Appeal
10 Days or Less	49%	0%	0%
Add'l 20 Days	17%	0%	64%
Add'l 30 Days	21%	9%	0%
Add'l 30 Days	7%	13%	8%
Add'l 30 Days	3%	9%	28%
121 Days or More	3%	69%	0%

- HRMS is, for the most part, following the guidelines it has set for requests but not for reconsiderations. This suggests that the reconsideration process is an area for improvement

# Component Analysis

## Methods of Classification

- **Key Perception: Classification/Reclassification Decisions Are Rigid and Suspect**
  - Hay Group conducted a small sample review of classification requests and found that overall, despite the perception, the classification decisions were appropriate
  - Hay Group also found that the following practices may be contributing to the perception:
    - Internal comparisons are made to other positions within the same work area and to similar positions across state agencies to support a classification decision. While internal comparisons is a best practice, comparing individual positions within a classification opens up the door to more subjectivity and goes against the concept of a “classification”
    - It appears that both through the sample review and the agency interviews, HRMS utilizes whole job comparisons as the primary basis for a classification decision rather than the job evaluation methodology. Whole classification comparisons tend to lead to perceptions that the system is flawed and is based on subjectivity
      - Providing explanations based on job content differences using the concepts from the job evaluation methodology brings the focus back to the position under review rather than “my job is bigger than that job”

# Component Analysis

## Methods of Classification

- **Key Perception: Ranking of Classifications Is Not Appropriate**
  - Trend analysis of the number of classification requests, reconsiderations, and appeals suggests that there is significant pressure placed on the classification system
    - When there is significant pressure, it is difficult to maintain the integrity of the process resulting in internal equity issues (i.e., classifications with significant differences in job content are leveled similarly and therefore placed in the same grade)
  - A Classification Schema and an Employee Per Grade Chart as set out on page 78 in the Appendices were created to test our assumptions from the trends:
    - Out of a 20 Grade Structure, only 14 grades are primarily in use
    - Some of the more heavily populated job families tend to have the majority of their positions within a cluster of 4-5 grades
    - The more heavily populated grades consist of entry to mid level professional positions (Grades 10-12)
    - There appears to be compression moving from individual contributor jobs to management jobs

# Component Analysis

## Salary Inequities

### Description of Component

- Methods to minimize salary inequities both within an agency and within state government
  - Extent to which there is an objective, fair, and defensible means by which to measure and differentiate job content
  - Extent to which pay is aligned internally as based on the job evaluation methodology
  - The amount of horizontal and/or vertical dispersion from an appropriate internal alignment of positions that exists within agencies and between agencies

### What Was Analyzed

- Current Leveling Method
- Job Evaluation and Job Ranking
- Internal Equity

# Component Analysis

## Salary Inequities

### What Was Found

#### Current Leveling Method

- This State utilizes a point factor method to evaluate and level classifications. This method focuses on three main factors: Knowledge & Skill, Complexity, and Accountability
  - According to the ND Class Evaluation System Manual, this method was developed by the HRMS Division in 1982. However, after review, Hay Group has determined that this system is actually a modified copy of the Hay Group Guide Chart-Profile Method of Job Evaluation in which Hay Group reserves all rights
- Despite the “unauthorized” use of the Hay Group Profile Method, the use of this methodology is a strength of the State’s classification process
  - Hay Group Profile Method is still the most rigorous and time-tested methodology available for the purpose of understanding, comparing and sizing job content and it is the most utilized and universally applicable job evaluation tool available

# Component Analysis

## Salary Inequities - Ranking of Positions

- Hay Group conducted a sample review/quality check of existing job evaluations. This review consisted of 160 classifications across the majority of grade levels and job families within the State. The following observation was made:
  - Out of the 160 classifications evaluated, over a third resulted in a significant difference in weighting from the current HRMS evaluations
- HRMS job evaluators understand the current leveling system in use by the State. As previously mentioned, the current system is a modified copy of the Hay Group Profile Method of Job Evaluation. Hay Group's critique is related more to the current system, as the concepts are ill-defined and therefore the application of such concepts may be inappropriate, rather than the capability of the HRMS job evaluators
- While a third of the jobs reviewed resulted in a different weighting, it does not necessarily mean they would be assigned to a different grade. The range of jobs that would be assigned to a grade under the current grade structure is too broad. Jobs of a different size and complexity could be assigned to the same grade. This is a primary reason for the inequities that exist in the ranking of positions

# Component Analysis

## Salary Inequities

**Internal Equity is an analysis of how positions and employees are paid relative to each other based on a comparison of job content**

### **Statewide Internal Equity**

- Set out on page 79 in the Appendices is a chart showing the overall internal equity. Internal equity is positive, meaning, as job size increases (greater contribution to the State) so does the pay. However, there are pockets of internal equity issues that need to be addressed
- There is a wide range of pay for classifications of similar job size (i.e., similar value contribution to the State as measured through job evaluation)
- Pay for approximately 5% of total classified employees fall below the current salary range minimums
- The table on page 80 in the Appendices shows the current compa-ratio by pay grade. The overall compa-ratio (where pay falls within a salary range) is 93%, which is on the low end of acceptable “distance” to the midpoint. However, within some grades the pay is low in the range relative to the midpoint (midpoint represents the going market rate for competent performance). **The compa-ratio needs to be considered relative to target market position**

# Component Analysis

## Salary Inequities

### Occupational Group/Job Family Internal Equity

- Although the State has one salary structure that fits all classifications, actual pay analysis reveals that the State does recognize pay differences for some of the occupational groups/job families. This is shown in the chart on pages 81 and 82 in the Appendices. For example, larger IT and Engineering classifications tend to be paid higher than Medical or Social Services classifications
- There is a wide range of pay within approximately half of the occupational groups/job families for positions of the same job size. This indicates potential job evaluation/grade assignment or pay administration issues
- The groups that tended to have similar pay for positions of the same job size include: Engineering, Planning, and Allied; Medical and Public Health (excluding Pharmacy, Nursing, Dental, and Physician Assistant); Custodial, Food Service, and Laundry; Labor, Labor Supervision, Equipment Operators & Trades

# Component Analysis

## Salary Inequities

### Agency Internal Equity (DOT & Human Services were used as examples)

- DOT has positive internal equity and pay is similar for classifications of the same job size
- Human Services has positive internal equity, however, there is a wide range of pay for classifications of the same job size. The dispersion of pay becomes a greater concern when county positions are added to the analysis
- This is shown in the charts on pages 83 and 84 in the Appendices.

# Component Analysis

## Salary Inequities

### Same Classification Across the State Internal Equity

- 7 classifications were analyzed across the State:
  - Administrative Assistant I pay has a 65% spread (High: \$36,384 to Low: \$22,020)
  - Office Assistant III pay has a 52% spread (High: \$33,464 to Low: \$22,017)
  - Account Technician II pay has a 59% spread (High: \$40,030 to Low: \$25,200)
  - Programmer Analyst III pay has a 33% spread (High: \$67,104 to Low: \$50,412)
  - Maintenance Supv II pay has a 49% spread (High: \$47,279 to Low: \$31,656)
  - Registered Nurse II pay has a 24% spread (High: \$52,045 to Low: \$42,012)
  - Correctional Officer II pay has a 33% spread (High: \$43,104 to Low: \$32,452)
- This is shown in the tables on pages 85 and 86 in the Appendices
- The more common the classification (i.e., located in a greater number of agencies) the greater the range of pay

# Component Analysis

## Market Definition and Pay Ranges

### Description of Component

- Methods used to set pay grade minimums, maximums, and midpoints
- Appropriate market comparisons
  - Definition of the market
  - Extent to which the State's pay policy sets pay at the appropriate level of the relative market and the pay structure is aligned with the State's pay policy

### What Was Analyzed

- Market Definition
- Market Target Level
- Matches to Survey Positions
- Incorporation of Market Data
- Salary Structure
- Process Participation
- Competitive Comparison
- Remote Location/Market Pressures

# Component Analysis

## Market Definition and Pay Ranges

### What Was Found

#### Market Definition

- Current market definition (which is loosely defined) does not align with the competitive needs of the State
- The debate that exists on the relevancy of which States define the market is the wrong focus for a debate. The focus needs to be driven by answering key questions such as “what markets do agencies compete and lose talent”?
  - Based on our interview findings, most of the State’s agencies compete for talent within the State and against other private and public employers
- Some State agencies have different needs and compete for talent against distinct private and public entities. For example, the Veterans’ Home competes against the local medical market while the Highway Patrol competes against the other city/county police departments and federal agencies
  - These two markets have very different pay practices and trends

# Component Analysis

## Market Definition and Pay Ranges

### Survey Data Used

- Current Survey data used to analyze the market
  - Grades 1-10: Job Service ND Labor Market Information (In State Employers)
  - Grades 11-20: 10\*State Governments of CO, IA, KS, MN, MO, MT, NE, OK, SD, WY and, most recently, Job Service ND Labor Market Information (In State Employers)
- While the source used for comparison with other States, being the Central States Compensation Association survey is appropriate, as set out on page 87 in the Appendices, Hay Group has concerns about the use of the Job Service ND Labor Market survey
  - These concerns center around the reliability of the data due to challenges in getting like-kind job content matches. This is due to the fact that this survey is done for labor reporting purposes and it aims to include as many employers as possible; employers that would not necessarily be part of the States' definition of its market
- Due to the importance of local market data for specific job families, there is a greater need to obtain direct, relevant market data in order to more effectively compete for and retain talent
  - This means some job families may require a different market definition from the “general” pay positions

\* Section 19 of House Bill No. 1015 stated a comparison with only 3 of these States, being MT, SD and WY

# Component Analysis

## Market Definition and Pay Ranges

### Position Relative to Market

- Salary ranges are currently set at 5% below the average of the market (at least this is what is communicated)
  - Based on 2009 salary range development analysis, the informal market target of 5% below the average of the market is an inaccurate statement. The midpoint for the salary ranges are anywhere from 10% below to 3% above the market
- The current market target is not consistent with best practice and sends the wrong message to employees of the State
  - It also gives employees a false sense of competitiveness. For example if an employee's salary is \$32,000 and the midpoint of their salary range is \$32,000 then you could say they are paid at the average of the market, when in reality they are paid 5% below the going rate in the market
- Without a clear compensation philosophy and market target statement, more emphasis is placed on an internal perspective in the creation of the salary ranges rather than what is going on in the market (in terms of what actually gets approved). Best practice is to have a balance between internal pay practices and market competitiveness

# Component Analysis

## Market Definition and Pay Ranges

- External market comparison revealed different pay practices exist between the various job families (e.g., engineering, legal, medical, labor, etc.)
  - In particular, the local market (as defined by the Job Service Survey) has more market variation among the job families than the central state market. This is shown on page 88 in the Appendices
  - The State's pay practices are more in line with the central state market than the Job Service market, and slightly more in line with the 3 state comparison
  - However, based on our interviews with the agencies, the majority of the agencies compete against and lose to the local market
- As set out in the tables on pages 89-90 in the Appendices, over 45 classifications are more than 15% behind the job service market and 23 classifications are more than 15% behind the central state market
- Page 91 in the Appendices shows the current pay grade exceptions. The majority of the State's current Pay Grade Exceptions are consistent with market practices
- Page 92 in the Appendices shows those positions experience in a market premium compared to other jobs of similar size that are not currently included in the State's list of Pay Grade exceptions

# Component Analysis

## Market Definition and Pay Ranges

### Salary Structure

- The State is comprised of many, diverse professions. There is no other employer similar to a State in this respect, therefore, it is unreasonable to have a salary structure that is a “one size fits all”
  - The healthcare market is a different market than the law enforcement market than the legal market than the general market, etc
  - A “one size fits all” structure with only 14 out of 20 grades primarily utilized significantly limits the State’s ability to respond to market pressures
- **The State utilizes a salary range that has a 66% spread**
  - It will take employees longer to reach midpoint (the going rate for work being performed by a competent employee). As such, these structures tend to be more affordable than the standard structures
  - However, the wider the ranges, the greater the need for strong processes to move competent employees through the ranges so that they can reach a competitive salary for the work performed
  - From a recruitment standpoint, wider ranges means the minimums of the ranges are that much further from the market, making recruitment more challenging due to the entry rates offered as compared to other public agencies or private companies

# Component Analysis

## Fringe Benefits

### Description of Component

- Non-cash benefits provided to employees of the State

### What Was Analyzed

- Benefits programs offered to the States employees to determine the level of competitiveness against public sector organizations (10 Central US States) and general market companies (650 general market organizations)
  - Hay Group's review is based on benefits program information provided by the State in July of 2010 for its current FY benefit programs

# Component Analysis

## Fringe Benefits

### Market Comparison Summary

- Set out on the following page is a competitive position summary of the State's benefits program as compared to the market
- The State provides a comprehensive and cost effective benefits program with a competitive health care and retirement program. However, the State's life and disability programs are less competitive
- Set out on pages 99 – 111 in the Appendices is a more comprehensive review of the benefits program
- A detailed Prevalence of Practice report has been provided separately to the State

# Component Analysis

## Fringe Benefits

### Market Comparison Summary

Benefit Area	Market Comparison	Key Findings
Total Benefits	At Market	Market position of health care, retirement and time-off weigh heavily in overall benefit program competitiveness.
Death	Below Market	The State's low flat dollar benefit of \$1,300 is well below both market comparator groups. Employee paid supplemental offering does provide employee with higher coverage, but does not enhance value significantly.
Disability	Below Market	Accrual of 12 days per year with no maximum is consistent with other Central US States; however LTD benefit through defined benefit plan is less competitive and less common than stand alone LTD plan.
Health Care	At Market	No employee contributions and low out of pocket maximums offset other plan design features to put the State's program at market.
Retirement	At Market	High benefit accrual in defined benefit plan offsets lack of employer match in the defined contribution plan.
Time-Off	At Market	The number of paid holidays and vacation schedule is at market for both Central US States and the general market.
Other	Below Market	Limited offering of flexible spending accounts and no employer paid benefits is below both Central US States and general market.

# Component Analysis

## Recruitment and Retention Tools

### Description of Component

- Recruitment and retention tools

### What Was Analyzed

- Review of Current Tools
- Other Methods/Tools
- Time to Fill Trends
- Turnover Trends
- Current Focus on Performance

# Component Analysis

## Recruitment and Retention Tools - Retention Bonus

- Hay Group reviewed the current usage of the retention bonus. The following observations were made:
  - In 2008, 170 employees received a retention bonus that ranged from \$50 to \$22,299
    - The higher amount bonuses tended to be offered to petroleum related positions
  - In 2009, 132 employees received a retention bonus that ranged from \$1,200 to \$19,686
    - Those positions that tended to receive bonuses include: Petroleum related positions, Transportation Technicians, Transportation Services Supervisors, Auditors, and Geologists
- The top of the ranges, \$22,299 in 2008 and \$19,686 in 2009, were provided to positions located within the Department of Human Services. Between 2008 and 2009, only 4 retention bonus were provided in the amounts of \$11,000 and above
- However, the statement that “higher” amount bonuses tended to be offered to petroleum related positions is still accurate given that majority of bonuses provided to other positions were \$3,000 and below
- Transportation related positions and Auditors were provided bonuses that were below \$3,000

# Component Analysis

## Recruitment and Retention Tools

- Performance Bonus
  - A performance based bonus is the most common tool of monetary retention in the marketplace. In the private sector, these bonuses have more structure around performance goals and are in the form of Short-Term Incentives or Long-Term Incentives. The State's definition and use of these bonuses is common in the public and non-profit sectors
  - Because administration of performance bonuses is not centralized, there is a recognized need for HRMS to provide limitations and criteria. However, a \$1,000 bonus for professional positions and higher is not motivational and does not contribute to greater employee engagement or discretionary effort
  - The State and the Agencies must be clear about the "type" of performance being rewarded. Typically, monetary increases that move employees through the salary ranges are associated with performance of the core job responsibilities and are a measure of skill/capability acquisition and proficiency. Performance Bonuses are typically focused on achievement of specific goals or areas of desired discretionary effort

# Component Analysis

## Recruitment and Retention Tools

### Focus on Performance

- Hay Group recently conducted a research study on “The Changing Face of Reward” to better understand the factors driving changes in reward strategy, design and implementation, and how organizations are responding to those changes to meet the challenges of the new business environment. The research revealed that the focus on pay for performance has never been greater
  - Public sector organizations have tended to value loyalty and ‘fit’ rather than a performance-focused culture. However, the pressures of the market have prompted the public sector to introduce a greater focus on performance. Variable pay (e.g., performance bonuses), differentiated rewards, and performance metrics are going to play a vital role in reward/compensation programs going forward
  - The first step in a greater focus on performance is ensuring employees understand what performance looks like

# Component Analysis

## Recruitment and Retention Tools

### Focus on Performance

- To assess the performance metrics being utilized by the State, Hay Group reviewed a sample of evaluation forms from the following agencies: Corrections and Rehabilitation; Department of Health; Human Services; Information Technology Department; Insurance Department; Parks & Recreation; State Auditor; Tax Department; and Workforce Safety & Insurance
  - The metrics used by most of the agencies sampled, were impressive based on what is typically seen utilized by the public sector
  - The stronger performance metrics currently being utilized focus on the key job duties required for the upcoming year or key job duties that have been “leveled” and behavioral related competencies that are important for successful performance in a position
- A common theme across the agency interviews was a real interest in, dedication to, and pride in employee and agency performance. However, because of limited or no available funding, agencies feel they are limited in what they can do to recognize and reward performance

# Component Analysis

## Budget Appropriation Process

### Description of Component

- A budget appropriation process for providing funds to agencies to administer the State's salary increase policy

### What Was Analyzed

- Review of How Funds are Appropriated, Being Applied, & Executive Branch Process to the Legislative Committee

# Component Analysis

## Budget Appropriation Process

### What Was Found

- The OMB has a sound and well documented compensation planning process and schedule. It takes into consideration the “current” situation and the “projected” to the end of a biennium. The guiding principle is referred to as “hold even”
- Budgeting is done on both filled positions and vacancies
- However, there is a rigorous process that is in place for any new FTE’s, known as the optional package, which has to be approved by the Hiring Council
- The salary budget package takes into consideration various analyses referenced in other sections of this document such as internal equity, relativity to market, market movement, etc
- There is no budgeting for the payment of “leaving costs” such as the payout for annual and sick leave

# Component Analysis

## Budget Appropriation Process

- Salary recommendations are developed by the State Employee Compensation Commission and then made to the Governor in accordance with Code 54-06-25
- These recommendations are then either adopted or modified by the Governor in preparing the Governor's budget recommendations to the Legislature
- Once budgets and appropriations have been approved by the Legislature, funding is appropriated on what Hay Group refers to as a "bulk funding" basis. Hay Group commends this approach as it reinforces the accountability of Agency leadership to manage all their resources

# Component Analysis

## Long-Term Salary Increase

### Description of Component

- Methods of developing and sustaining a consistent long-term salary increase administration policy for state government
  - Including, cost-of-living increases, across the board increases, merit increases, equity increases, and performance increases

### What Was Analyzed

- Current Process vs. Best Practice
- Salary Funding and Pay Movement Mechanisms

# Component Analysis

## Long-Term Salary Increase

### What Was Found

- The previous section set out commentary on the salary budgeting process. The analysis in this section focused on how salary dollars are appropriated and applied
- House Bill No, 1015 gives a recent example of such a process
- There are features of the language in that bill that are commendable. These include:
  - Section 11
  - Compensation adjustments are to be based on documented performance and equity and are not necessarily to be the same increase for all employees
  - A performance threshold has to be reached for an employee to be eligible for an increase
  - Section 19
  - An equity pool to address market and internal equity issues
- However, there are some inherent “contradictions” in the wording in Section 19. Statements that are potentially contradictory in terms of their application are:
  - Priority is to be given to market considerations and internal and external inequities
  - Pay comparisons to ND employers and employers in MT, WY and SD
  - Priority to those employees who have been employed greatest length of time and furthest below midpoint

# Component Analysis

## Long-Term Salary Increase

- Legislative General Increase is the primary mechanism by which employees move through the ranges, with a focus on performance being the primary form of distribution within an agency
  - As the primary mechanism for movement, a lot of internal press and focus is placed on the allocated % increase each biennium. Therefore, how this funding is determined, communicated, and distributed is critical to the success of the compensation system
- The second most common mechanism for employee salary movement is through the Market/Equity Fund
  - This funding is not provided on a consistent basis
  - While addressing equity is important (one half of the employee movement equation), a significant emphasis on equity adjustments in the absence of performance pay/reward does not create a performance based culture. In other words, employee discretionary effort and value added contribution is not rewarded on a consistent basis. If performance/contribution is not recognized on a consistent basis, employees will only perform what is required to get through the day

# Component Analysis

## Long-Term Salary Increase

- As set out on the previous pages, the two key components of pay movement are performance and equity and the State is to be commended for having these two key components
- However, there are numerous other ways in which pay moves. The tables on pages 93-98 in the Appendices show the basis for pay movement in the period 2003-2010. This is shown on a Statewide, Agency and Job basis
- It is the opinion of Hay Group that the State has in place sound fundamentals for future pay delivery mechanisms
- There is potential for enhancing the linkage between performance, internal equity and market in the application of the equity pool

# Component Analysis

## Vacancy Savings

### Description of Component

- The appropriate use of funding available within agency budgets from accumulated savings resulting from vacant positions and employee turnover. Focus is only on Salary Savings during the year

### What Was Analyzed

- Review of Current Process and Rules
- Review of Current Practice and Trends

# Component Analysis

## Vacancy Savings

### What Was Found

- The primary use of vacancy savings is for the purpose of paying off leave balances (annual/sick leave) for employees who leave and/or retire
- It is also used for:
  - Operational Costs such as vehicles, employee contractor pay, overtime
  - Fund recruiting, retention, and performance bonuses
  - Make market equity adjustments
- While there is a cap on annual leave accumulation, there is no cap on sick leave accumulation
- The use of vacancy savings has been a common practice in the Public Sector for many years. The key issue to be addressed is not so much whether vacancy savings should be used or “returned” but the extent to which a vacancy is a genuine vacancy
- It is the opinion of Hay Group that vacancy savings that occur in the period between one employee leaving a position and another employee filling that position are genuine vacancy savings and the Agency should have the flexibility to utilize those salary dollars

# Component Analysis

## Vacancy Savings

### What Was Found

- The issue that needs to be addressed in State Governments is the determination of the basis of the funding vacant positions that, in some cases, have been vacant for several years. Hay Group does not have data from this project to make specific comments on whether this is the case in the State. However, the current economic and budgetary challenges are causing an increased focus on this issue in both the Legislative and Executive Branches
- This should minimize the focus on whether vacancy savings should be “retained or returned,” which is an “after the fact” consideration and put the focus on the funding of the appropriate number of positions, which is a “front end” consideration

# Summary of Analyses

**A summary of that analysis on pages 19-58 in the previous section of this report is as follows:**

## 1. Compensation Philosophy

- While Chapter 54 of the North Dakota Code has some statements about compensation policies, roles and relationships, there is no clear statement of a Compensation Philosophy

## 2. Methods of Classification and Job Evaluation

- While the methods, processes and forms used are sound, there are opportunities for enhancements which will simplify the process and hence, speed up the process
- Compression in allocation of classifications to grades exists due to the fact that while there are 20 grades, only 14 are primarily used. This also creates internal equity issues as classifications which are perceived to be different in job content are placed in similar grades

# Summary of Analyses

- The State has utilized a modified version of the Hay Group Method of Job Evaluation since 1982. The use of a job evaluation is a strength
- However, analysis showed that while there has been consistent application of this process by HRMS, a review of the evaluations done by Hay Group showed that it is our opinion that evaluations using the Hay Group Method of Job Evaluation would result in different evaluations and hence potentially different grades

### 3. Salary Equity

- Overall compa-ratio is 93% relative to range midpoint, with no significant variance across grades
- While the State has one salary structure, analysis shows that there are multiple pay practices, reflective of either occupational groups or job families
- In some cases, there is a wide range of pay for the same classification in different Agencies

## Summary of Analyses (cont'd)

### 4. Market Definition and Pay Ranges

- The current market definition is loosely defined, has been the focus of debate in recent years and is not aligned with the competitive talent needs of the State
- The definition of the market needs to be driven by the State's compensation philosophy, not by just geography considerations
- The current salary ranges are stated as being set at 5% below the average of the market. However, Hay Group analysis shows that midpoints range from 10% below the market to 3% above the market
- Levels of competitiveness must be viewed in conjunction with compa-ratio analysis
- There are a number of classifications where the State's average pay lags the market by more than 15%
- The State utilizes wide pay ranges. This, coupled with the midpoint being set at 95% of the currently defined market, places a significant need to have strong processes for moving employees through their salary ranges

## Summary of Analyses (cont'd)

### 5. Fringe Benefits

- The State offers a sound, comprehensive and cost-effective benefits program with the healthcare and retirement programs being its strength and the Life and Disability programs being less competitive
- It is the opinion of Hay Group that this program does not need significant changes and the focus of changes as an outcome of this review should be on the classification and compensation components

### 6. Recruitment and Retention Tools

- The use of recruitment bonuses is a positive feature of the State's program and has helped the State in its recruitment process
- Similar to the recruitment bonus, the retention bonus is a positive feature
- The performance management process of the State is sound and Hay Group was impressed with the strength of the performance metrics being used. Agencies show a real commitment to agency and employee performance

## Summary of Analyses (cont'd)

### 7. Budget Appropriation Process

- The OMB has a sound and well documented compensation planning process and schedule
- The salary budgeting process takes into consideration various analyses such as internal equity, relativity to market, market movement, etc
- Once budgets and appropriations have been approved by the Legislature, funding is appropriated on what Hay Group refers to as a “bulk funding” basis. Hay Group commends this approach as it reinforces the accountability of Agency leadership to manage all their resources
- The focus of attention in the future should be on determining whether funding should be based on current employee costs vs. midpoint budgeting and the extent to which vacancies are included in the budgeting process

## Summary of Analyses (cont'd)

### 8. Long-Term Salary Increase Processes

- Performance and Equity have been the basis of salary movement and these are sound and commendable
- An equity pool for addressing internal equity and relativity to market has been used
- However, based in HB 1015 as an example, there has been some “contradictory” statements of intent in setting out the basis for pay delivery
- The State has in place sound fundamentals for future pay delivery mechanisms

## Summary of Analyses (cont'd)

### 9. Vacancy Savings

- The primary use of vacancy savings is for the purpose of paying off leave balances (annual/sick leave) for employees who leave and/or retire
- It is also used for operational costs such as vehicles, employee contractor pay, overtime; funding recruiting, retention, and performance bonuses; and market equity adjustments
- The issue that needs to be addressed in State Governments is the determination of the basis of the funding vacant positions that, in some cases, have been vacant for several years. Hay Group does not have data from this project to make specific comments on whether this is the case in the State. However, the current economic and budgetary challenges are causing an increased focus on this issue in both the Legislative and Executive Branches. This should minimize the focus on whether vacancy savings should be “retained or returned,” which is an “after the fact” consideration and put the focus on the funding of the appropriate number of positions, which is a “front end” consideration

# Recommendations

- Set out in this Section is a list of actions that Hay Group recommends be taken to enhance the current Classified Employee compensation system. The following has been taken into consideration in preparing these actions:
  - It is the opinion of Hay Group that the current system is not broken and the recommendations made can be done within the current system
  - One exception to the above is the need to develop a Statement of Compensation Philosophy. The content and adoption of such a statement may have an impact on the recommended actions as what needs to be addressed within the 10 components reviewed must be done within the context of the Statement of Compensation Philosophy
  - Hay Group wants the value of taking actions to be known, rather than just a series of recommendations. Accordingly, the expected outcomes of taking actions is shown for each action. This will also enable Legislative and Executive Branch leadership to be able to measure the degree of success of the implementation of the recommended actions
  - Hay Group welcomes the opportunity to partner with the State in developing a game plan and then implementing that game plan

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<p><b>A State compensation philosophy statement</b></p>	<p>Develop a Compensation Philosophy that serves as an umbrella statement, linking compensation to the State's Mission, Vision, Values and its human resources objectives</p> <p>The Compensation Philosophy statement should include:</p> <ul style="list-style-type: none"> <li>• Definition of the market</li> <li>• Definition of compensation</li> <li>• Definition of how pay ranges will be established</li> <li>• Definition of how pay will move</li> <li>• Definition of roles and accountabilities</li> <li>• Definition of what will be stated in code, policy, procedure, etc.</li> </ul> <p>Involve key leadership from the Legislative and Executive Branches in the development of the Compensation Philosophy</p>	<ul style="list-style-type: none"> <li>• Sets the Legislative intent for the State's compensation system and program</li> <li>• Increased consistency across the State, as all compensation decisions will be made according to the philosophy statement</li> <li>• Creation of a more balanced approach to compensation by ensuring budgeting and pay administration decisions take into consideration both an external (market) and internal (internal equity and performance) factors</li> <li>• Establishes the appropriate balance between centralization and decentralization of compensation plan administration</li> <li>• Creates a framework within which to consider total reward</li> <li>• Clearly states the roles and accountabilities of the Legislative and Executive Branches of government</li> </ul>	<p>Must Do</p>

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<b>Methods used to develop and determine classifications</b>	Simplify/Modify the overall Classification/ Reclassification Process (e.g., how decisions are made, constituency of decision-makers, accountability and responsibility of the State Personnel Board) <ul style="list-style-type: none"> <li>Creation of a classification/reclassification committee that includes agency and HRMS staff. Agency representatives would be comprised of both HR and non-HR staff</li> </ul>	<ul style="list-style-type: none"> <li>Less complicated</li> <li>Quicker decisions</li> <li>Increased fairness</li> <li>Enhanced partnership between agencies and HRMS</li> <li>Classification/Reclassification decisions will have a stronger link the job evaluation methodology (i.e., sound decision making) rather than subjective whole job comparisons</li> </ul>	Should Do
	Revise/Modify Classification/Reclassification Forms	<ul style="list-style-type: none"> <li>Streamlined forms depending on the “type” of review request</li> <li>Stronger link to the information required for a decision</li> <li>Greater input from the employee versus the supervisor</li> </ul>	Should Do
	Revise Classification Specifications: <ul style="list-style-type: none"> <li>Duties/responsibilities should increase in complexity within a series. “Duties Performed At All Levels” is at times inaccurate as some of these duties are performed at higher levels</li> <li>Review minimum qualifications for appropriateness</li> <li>Remove “Class Evaluation” section</li> </ul>	<ul style="list-style-type: none"> <li>Greater clarity of the duties/responsibilities performed at the first level within a series</li> <li>Stronger link between minimum qualifications and actual responsibilities performed</li> <li>Employees or Agency Authorities can no longer misinterpret or use the “Class Evaluation” to influence a reclassification decision</li> </ul>	Should Do
	Communication/education on the new process	Positive perceptions of the process – perceived as sound and fair	Should Do

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<b>Methods to minimize salary inequities both within an agency and within State government</b>	Job Evaluation training for HRMS job evaluators and classification/reclassification committee members	<ul style="list-style-type: none"> <li>Authorized users of the Hay Guide Chart-Profile Method of Job Evaluation</li> <li>Consistency and calibration of methodology and application</li> </ul>	Must Do
	Benchmark job evaluation review and refinement	<ul style="list-style-type: none"> <li>Defined benchmark framework of classified positions to serve as internal equity comparisons for non-benchmark jobs</li> </ul>	Must Do
	Review of non-benchmark classifications & develop a revised classification schema	<ul style="list-style-type: none"> <li>All classifications are appropriately evaluated and leveled to ensure internal equity across the State</li> <li>Decrease in the number of classification requests</li> <li>Classification schema is used to support or assist in classification/reclassification decisions and to ensure integrity of the system is maintained overtime</li> </ul>	Must Do
	Identify "catch all" classifications to assess appropriateness	<ul style="list-style-type: none"> <li>Broad classifications represent a similar level of work performed</li> <li>Truly different jobs are reclassified to ensure levels of complexity are recognized in the classification system</li> </ul>	Should Do
	Identify jobs that are unique to an agency (a core part of the service they provide) to assess appropriateness of state-wide classifications	<ul style="list-style-type: none"> <li>Core service jobs for an agency are appropriately classified</li> <li>Increased Agency capability to recruit and retain key agency jobs</li> </ul>	Should Do

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<b>Methods used to set pay grade minimums, maximums, and midpoints</b>  <b>AND</b>  <b>Appropriate market comparisons</b>	Grade structure redesign & grade re-assignment of benchmark and non-benchmark classifications	<ul style="list-style-type: none"> <li>Reduce compression and create more "distance" between levels of work (analogy: the current compressed, accordion-like structure will be expanded)</li> <li>Enhanced internal equity (jobs that require the same level of knowledge, complexity, and accountability are in the same grade)</li> <li>Grade structure in which all the grades are available for use</li> </ul>	Must Do
	Custom salary survey & market analyses for the "local" market <ul style="list-style-type: none"> <li>Discontinue or limit use of the Job Service ND Labor Market Survey</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate "local" comparator market to establish the foundation (in addition to other state comparisons) for the pay strategies</li> <li>Increased number and/or quality of job matches to salary survey data</li> </ul>	Must Do
	Identify Job Family/Occupational groups that require different pay strategies from "general" pay classifications	<ul style="list-style-type: none"> <li>Discontinued use of a "one size fits all" salary structure to one that recognizes different pay markets for certain Job Family/Occupational groups</li> <li>Increased ability to identify and address internal equity issues</li> </ul>	Must Do
	Develop salary ranges for the "general" pay structure and the Job Family/Occupational group structure(s)	<ul style="list-style-type: none"> <li>Enhanced recruitment and retention efforts</li> <li>Increased market competitiveness</li> </ul>	Must Do
	Decrease width of the salary ranges and perform cost-to-implement analyses	<ul style="list-style-type: none"> <li>Enhanced recruitment efforts</li> <li>Enable competent employees to reach market target within a reasonable timeframe</li> <li>Inform the budgeting process</li> </ul>	Must Do
	Perform an State-wide, Agency, and Job Family/Occupational group internal equity analyses against the new pay strategies to develop a more detailed implementation plan	Enable HRMS staff to provide direct advice and guidance to the agencies on ways to address implementation and internal equity issues	Should Do

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
Fringe benefits	Increase basic life insurance benefit from current level of \$1,300 to 1 times pay (or a flat dollar benefit of at least \$25,000)	More competitive benefit will provide adequate coverage for basic expenses.	Must Do
	Consider implementing a separate long term disability benefit outside the pension plan.	If defined benefit plan is modified in the future, a separate LTD program will be easier to administer and communicate to employees.	Should Do
	Consider introducing premium contributions toward health care	Rather than using plan design elements (copayments, deductibles, etc.) exclusively to increase employee cost share, a balanced approach of using plan design and premiums provides more flexibility to the State and is more in line with market practice.	Should Do

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<b>Recruitment and retention tools</b>	Develop more detailed guidelines and amounts for the Recruitment and Retention Bonuses	Consistent application of the use of recruitment and retention bonuses across Agencies	Should do
	Define the "type" of performance (e.g., performance of core job responsibilities or achievement of specific goals or areas of desired discretionary effort) to be recognized and rewarded through a Performance Bonus	The same "type" of performance is being recognized and rewarded across the State	Should Do
	Review the dollar cap for the Performance Bonus and consider performance amounts that are commensurate with the job level (classifications with higher requirements for knowledge, complexity and accountability might receive a larger amount than those with lower requirements)	<ul style="list-style-type: none"> <li>To help create a performance based culture there needs to be performance goals that are aligned with the level of contribution a job provides to State, Department, etc objectives. The achievement of these goals also need to be rewarded according to the level of contribution</li> <li>Support internal equity. A smaller job with lower level contribution receives a different payout than a larger job with a higher level of contribution. Currently, every job could receives the same amount</li> </ul>	Should Do
	HRMS to continue to consult with agencies on the utilization of non-monetary rewards for retention efforts	Increase retention	Should Do
	Develop a targeted retention program for those employees that have between 3-5 years of service	Increase retention and lower costs associated with recruiting, hiring and training new employees	Nice To Do

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<p><b>Methods of developing and sustaining a consistent long-term salary increase administration policy for state government, including cost-of-living increases, across-the-board increases, merit increases, equity increases, and performance increases</b></p>	<p>Continue to utilize two key components: performance and equity for movement of pay. However, going forward, fund pay movement through one pot of money rather than two separate allocations of funds. This will allow a greater linkage between relativity to market and performance, it is recommended that the following principles be applied:</p> <ul style="list-style-type: none"> <li>• for positions which are below market target, both a market adjustment and a performance payment be made;</li> <li>• for positions where the incumbent is above market target, a performance payment be made; and</li> <li>• for positions which are high in their salary range, the performance payment may be made with a mix of base salary and lump sum payment</li> </ul> <p>This concept is illustrated on page 75</p>	<p>Agencies will be better able to administer pay in a way that recognizes both equity and performance</p> <p>The Legislature will know that the salary dollars appropriated are being distributed in accordance with its philosophy and within the fiscal parameters it has established</p>	<p>Must Do</p>

# Recommendations (cont'd)

Project Component	Work to Be Done	Outcomes	Priority
<b>A budget and appropriation process for providing funds to agencies to administer the state's salary increase policy</b>	Communicate appropriated funds as a dollar amount rather than a percentage	<ul style="list-style-type: none"> <li>Agencies will no longer have to “battle” the expectation that every employee will receive the appropriated % increase</li> <li>Agencies will have an easier time in adopting the Performance to Equity Matrix</li> </ul>	Must Do
	Fund employee salary increases at the beginning of the budget and appropriation process	Sends a strong message regarding the State's commitment to its largest investment, being its employees	Should Do
<b>The appropriate use of funding available within agency budgets from accumulated savings resulting from vacant positions and employee turnover. Focus is only on Salary Savings during the year</b>	Fund annual/sick leave	Funding for what is a known commitment of the State	Must Do
	Define “vacancy” positions. It is Hay Group's opinion that the period between one employee leaving a position and another employee filling that position constitutes genuine vacancy savings and the Agency should have the flexibility to utilize those salary dollars	Clarifies what is a genuine vacancy saving and continues the practices of allowing Agencies to be accountable for managing their resources	Should Do

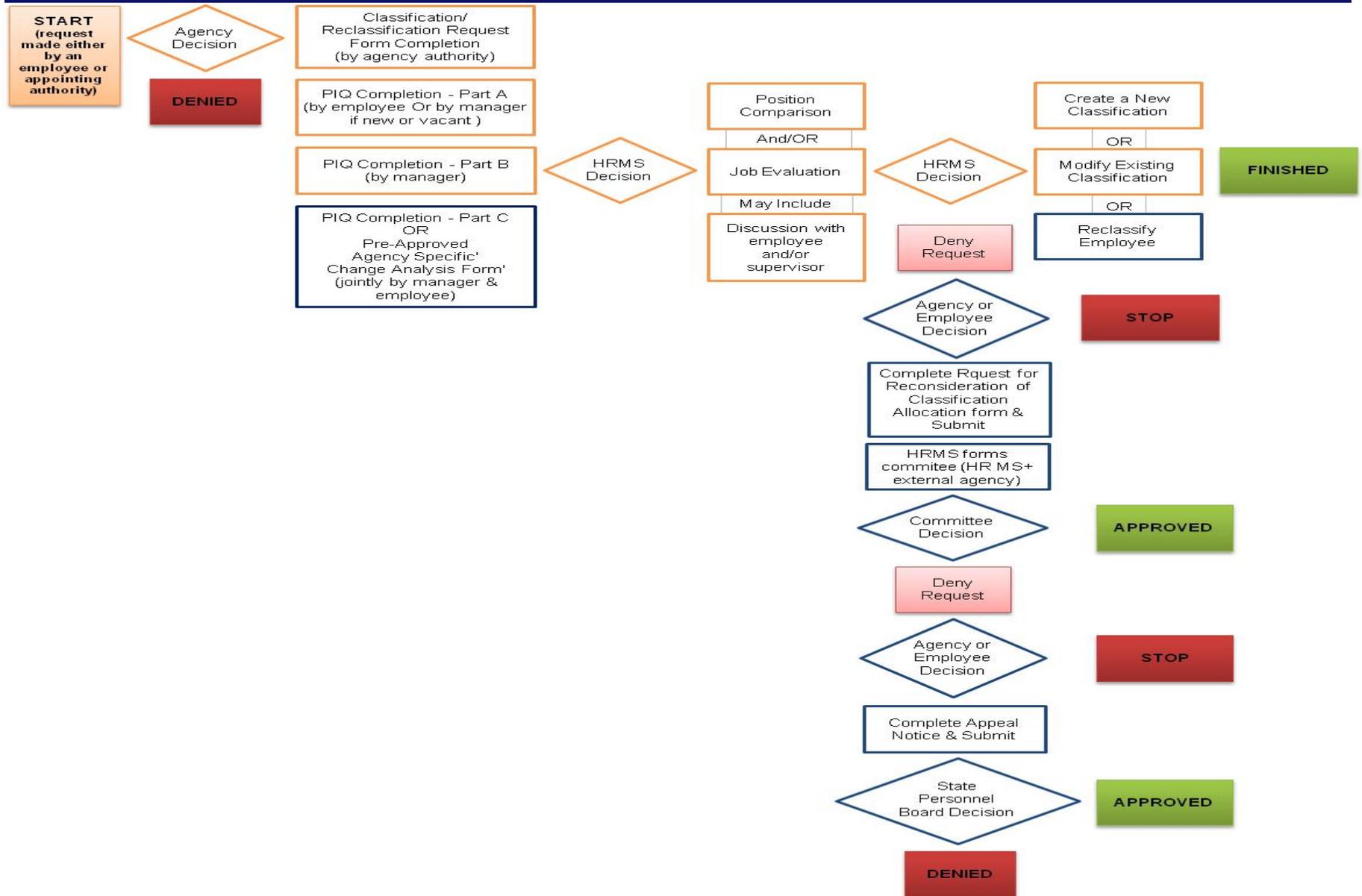
# Recommendations (cont'd)

## Illustrative Only

Relativity to Market Policy Position	% Increase		Level of Performance	% Increase	
100% or Above	0%	+	Exceeds Expectations	6%	= Increase
92.1 – 99.9% of Market Target	1%		Achieves Expectations	4%	
Less than 92% Below Market Policy Position	2%		Needs Improvement	0%	

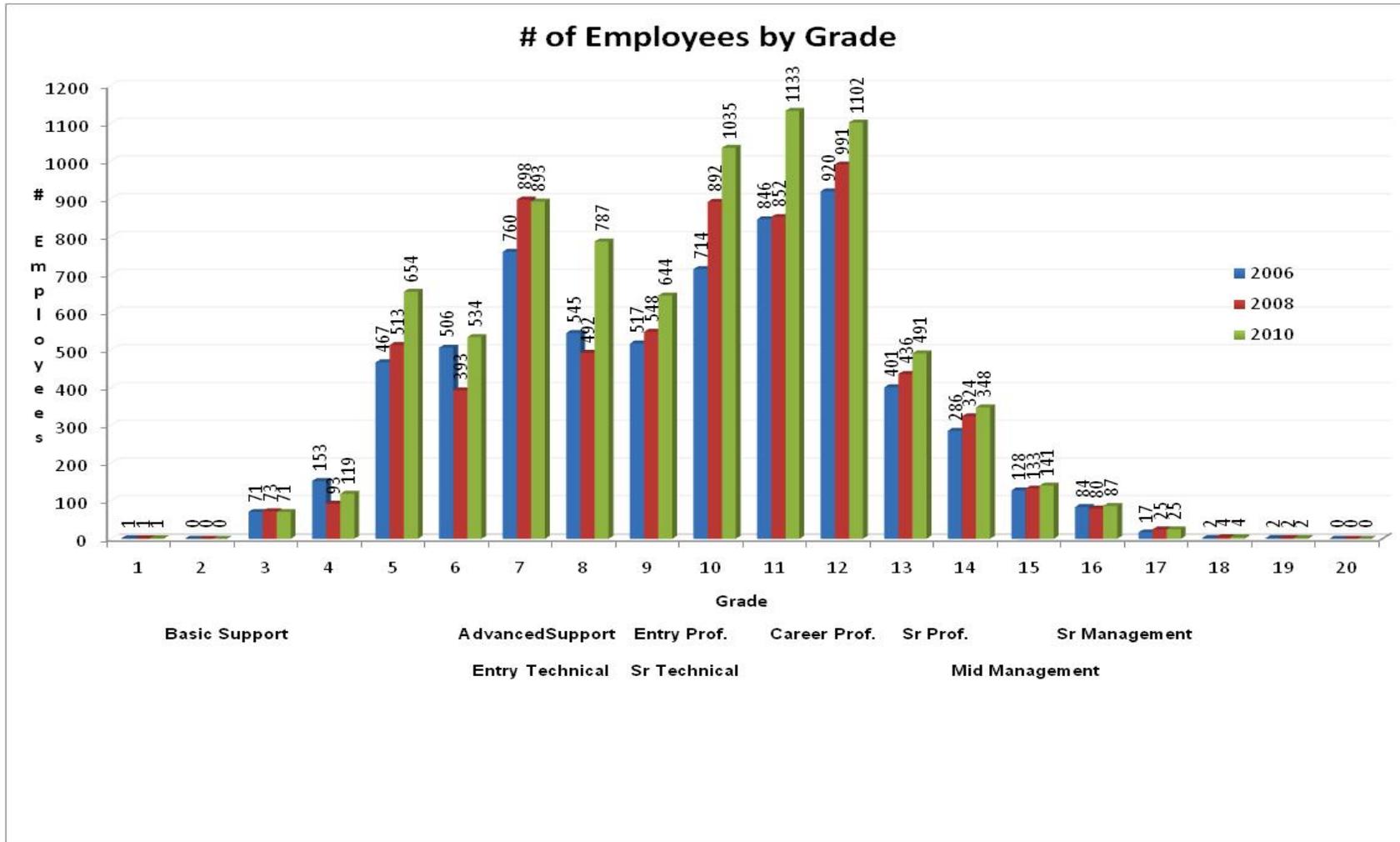
# APPENDICES

# State of North Dakota – Classification/Reclassification Process Flow



# Component Analysis

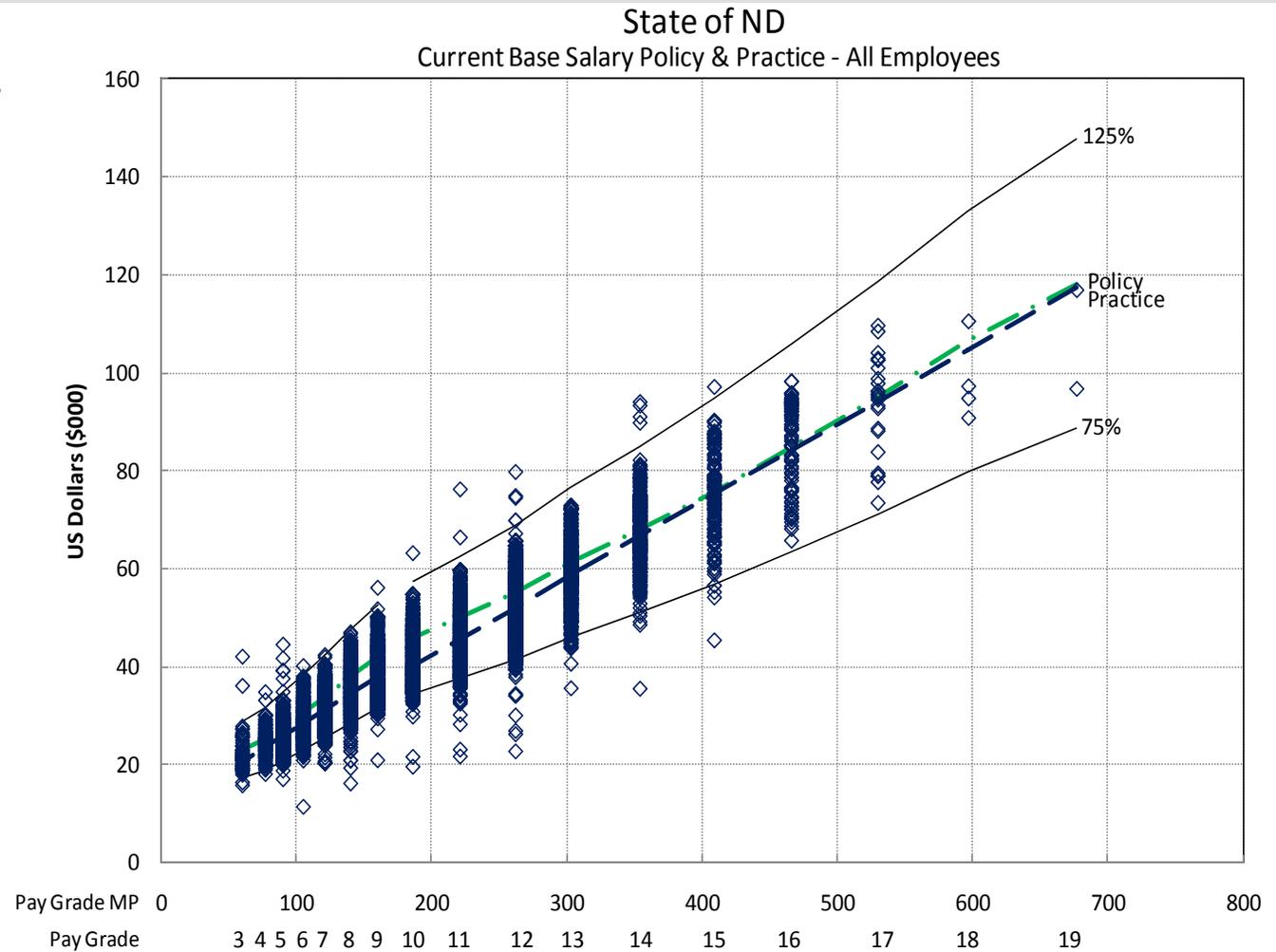
## Methods of Classification



# Component Analysis

## Salary Inequities

The graph reflects the internal relationship of actual pay to the current salary ranges



# Component Analysis

## Salary Inequities

The table below shows the current compa-ratio (sum base salary divided by sum of midpoint) by pay grade

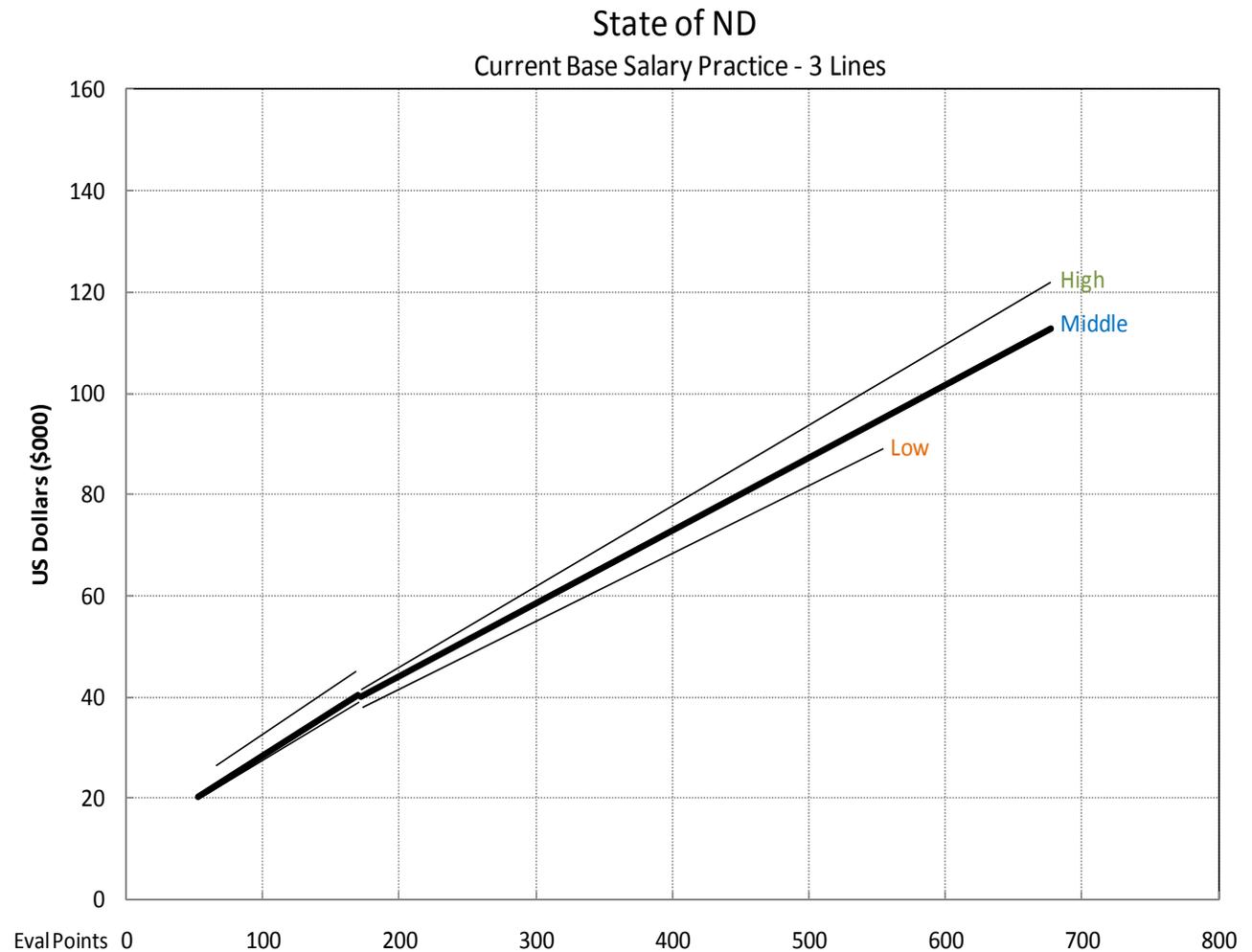
Pay Grade	# of EES	Compa-Ratio
19	2	90%
18	4	92%
17	25	98%
16	87	100%
15	141	99%
14	348	100%
13	491	96%
12	1102	93%
11	1133	90%
10	1035	89%
9	644	88%
8	787	93%
7	893	92%
6	534	92%
5	654	90%
4	119	98%
3	71	97%
<b>Overall</b>	<b>8070</b>	<b>93%</b>

# Component Analysis

## Market Definition and Pay Ranges

**Internal pay practices revealed that the State has three distinct pay line groups:**

- Premium pay line:
  - Job families including IT, Engineering, Legal, Labor, Nursing, and Pharmaceutical were identified as market premium positions (PGE) for at least some grade levels
- General pay line
- Discounted pay line:
  - Social Services and Education job families show a discounted pay practice

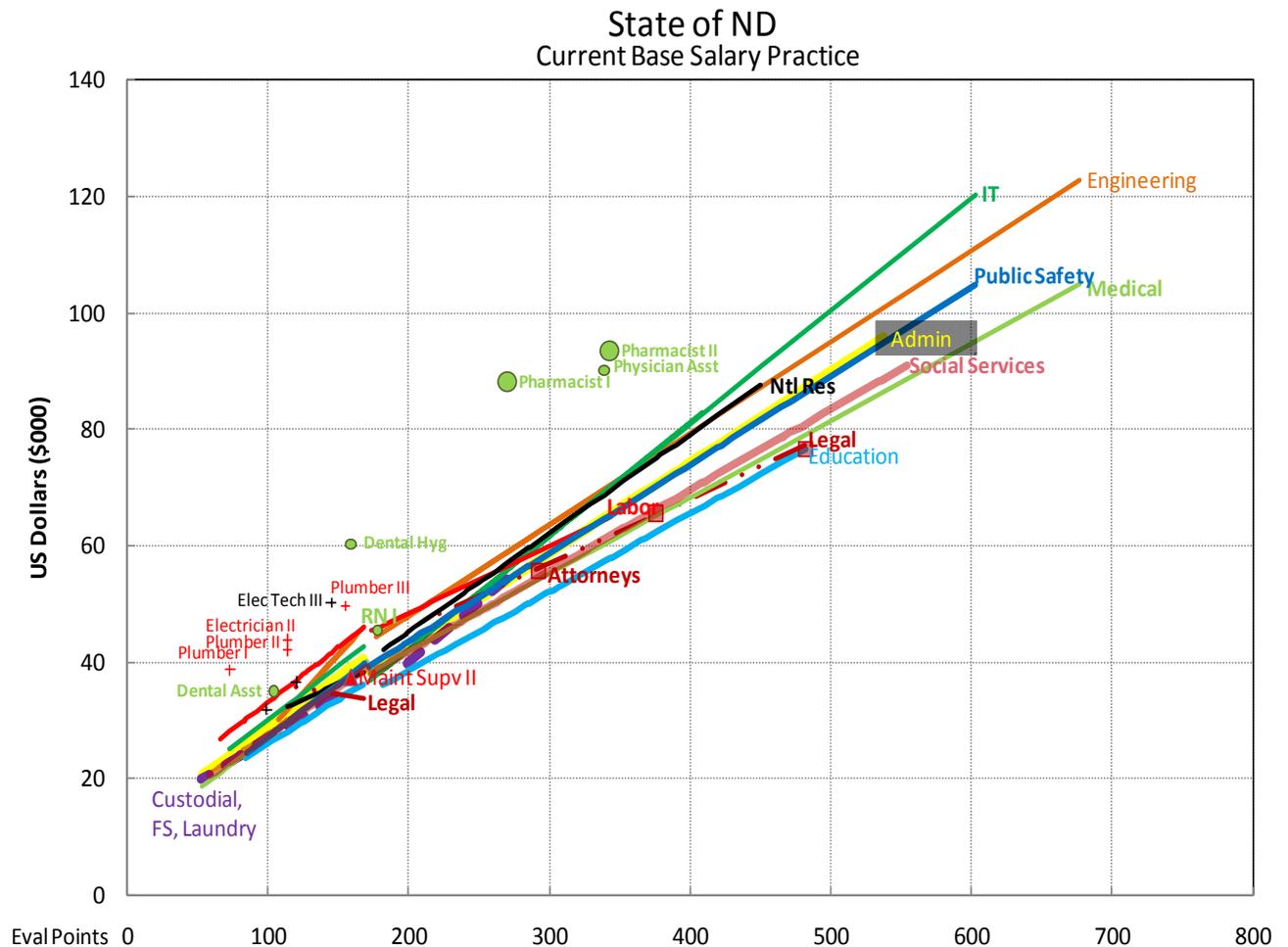


# Component Analysis

## Salary Inequities

The graph reflects a linear depiction of the State's average pay by position within the occupational groups/job families

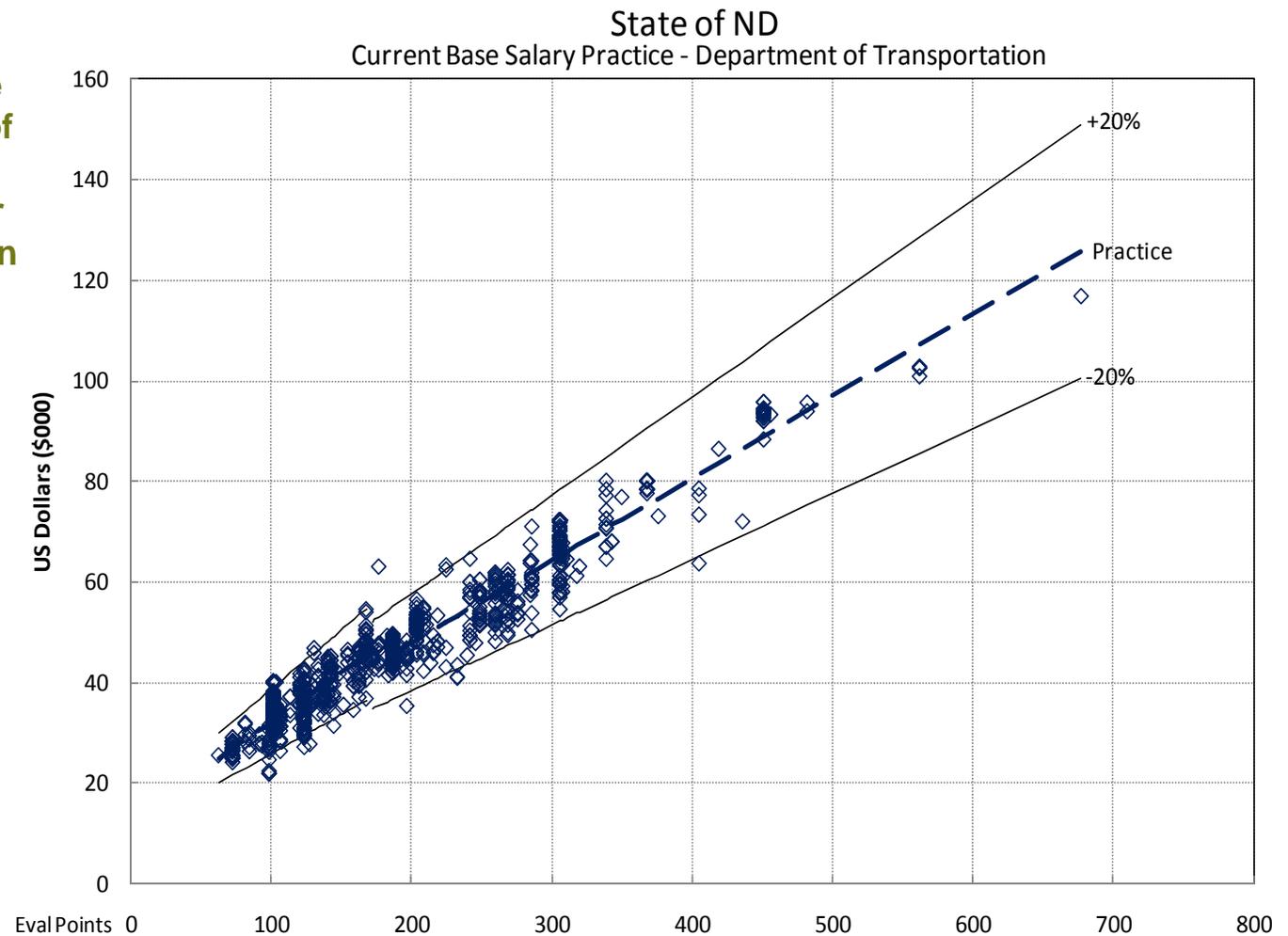
- Positions paid high, in comparison, are plotted



# Component Analysis

## Salary Inequities

The graph reflects the internal relationship of actual pay to the regressed practice for the 1,047 employees in the Department of Transportation

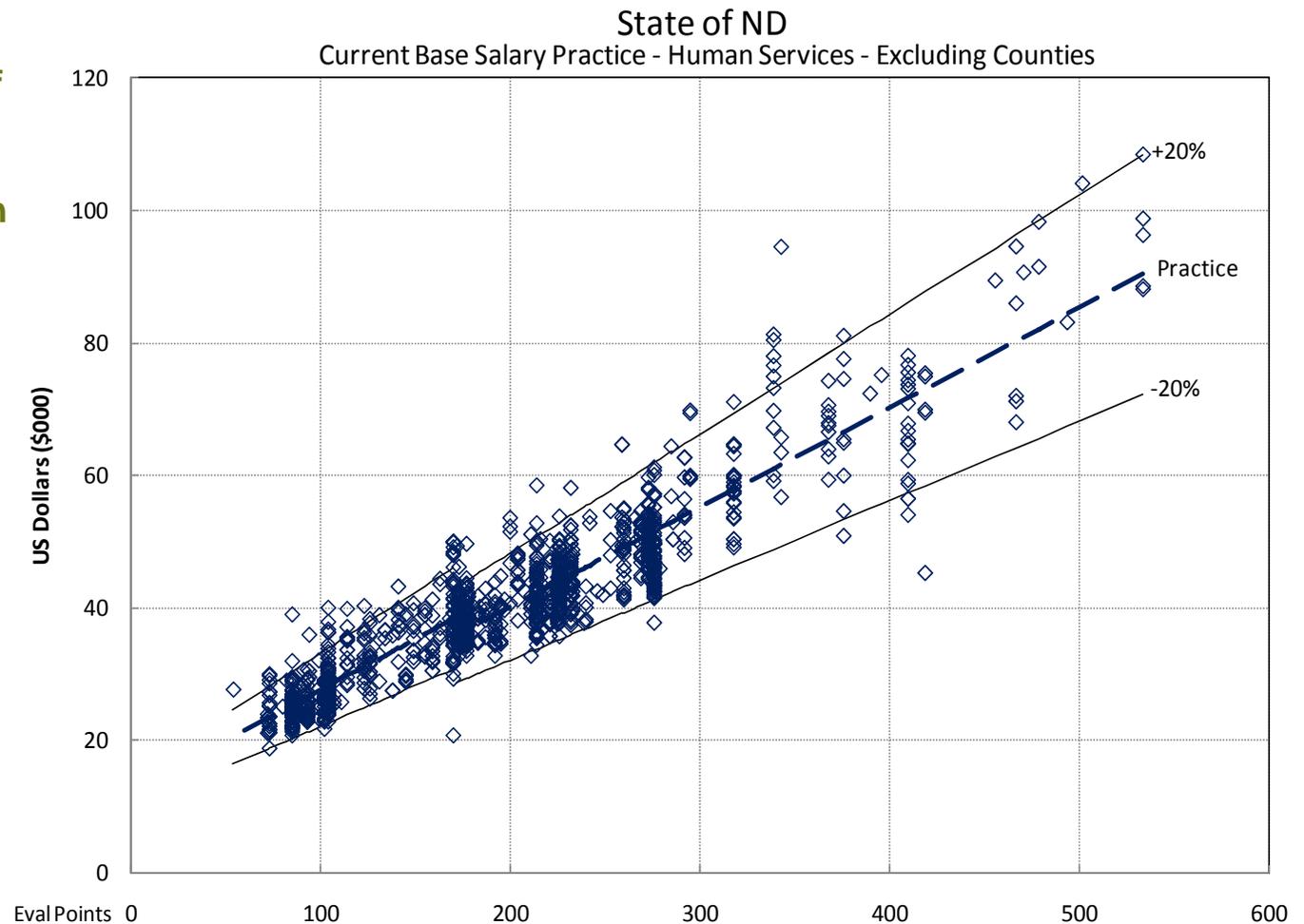


# Component Analysis

## Salary Inequities

The graph reflects the internal relationship of actual pay to the regressed practice for the 1,283 employees in the Human Services department

- This analysis **excludes** the Human Service department employees located in counties



# Component Analysis

## Salary Inequities

The Administrative Assistant I was also compared across agencies. The sample has a 65% spread from high to low

(0041) Administrative Assistant I

Agency	# of Ees	Average Annual Pay
Department of Agriculture	1	\$36,384
Barley Council	1	\$34,068
Secretary of State's Office	1	\$32,280
Department of Transportation	9	\$32,051
Information Technology Department	2	\$31,980
Highway Patrol	12	\$31,573
Land Department	3	\$31,094
Workforce Safety & Insurance	19	\$30,727
Soybean Council	1	\$30,703
Game & Fish Department	8	\$30,213
Water Commission	3	\$30,192
Human Services-Counties	31	\$29,554
Bank of North Dakota	6	\$29,445
Adjutant General/National Guard	2	\$29,106
Historical Society	2	\$29,100
Youth Correctional Center (DOCR)	7	\$29,076
State Hospital (DHS)	6	\$28,902
OMB - Central Services Division	2	\$28,308
Tax Department	2	\$28,224

Agency (cont'd)	# of Ees	Average Annual Pay
Parks & Recreation Department	1	\$28,208
Human Services	99	\$28,134
Developmental Center (DHS)	4	\$27,666
Attorney General's Office	5	\$27,456
Veterans Home	1	\$27,331
Protection & Advocacy Project	1	\$27,228
Job Service	9	\$27,055
Fair Association	1	\$27,039
Department of Public Instruction	3	\$26,924
Veterans Affairs Department	1	\$26,680
Health Department	20	\$26,525
Retirement & Investment Office	1	\$26,484
Department of Corrections & Rehabilitation	1	\$25,740
School for the Blind (DPI)	2	\$24,534
Penitentiary (DOCR)	3	\$24,468
Public Employees Retirement System	3	\$24,228
Housing Finance Agency	1	\$24,156
State Library (DPI)	1	\$22,020

# Component Analysis

## Salary Inequities

**The Registered Nurse II (24% spread) and Correctional Officer II (33% spread) were also compared across agencies**

(3062) Registered Nurse II

Agency	# of Ees	Average Annual Pay
Workforce Safety & Insurance	16	\$52,045
Developmental Center (DHS)	5	\$51,616
State Hospital (DHS)	33	\$50,430
Veterans Home	7	\$48,136
Human Services	34	\$44,103
Department of Corrections & Rehabilitation	16	\$43,733
Health Department	1	\$42,012

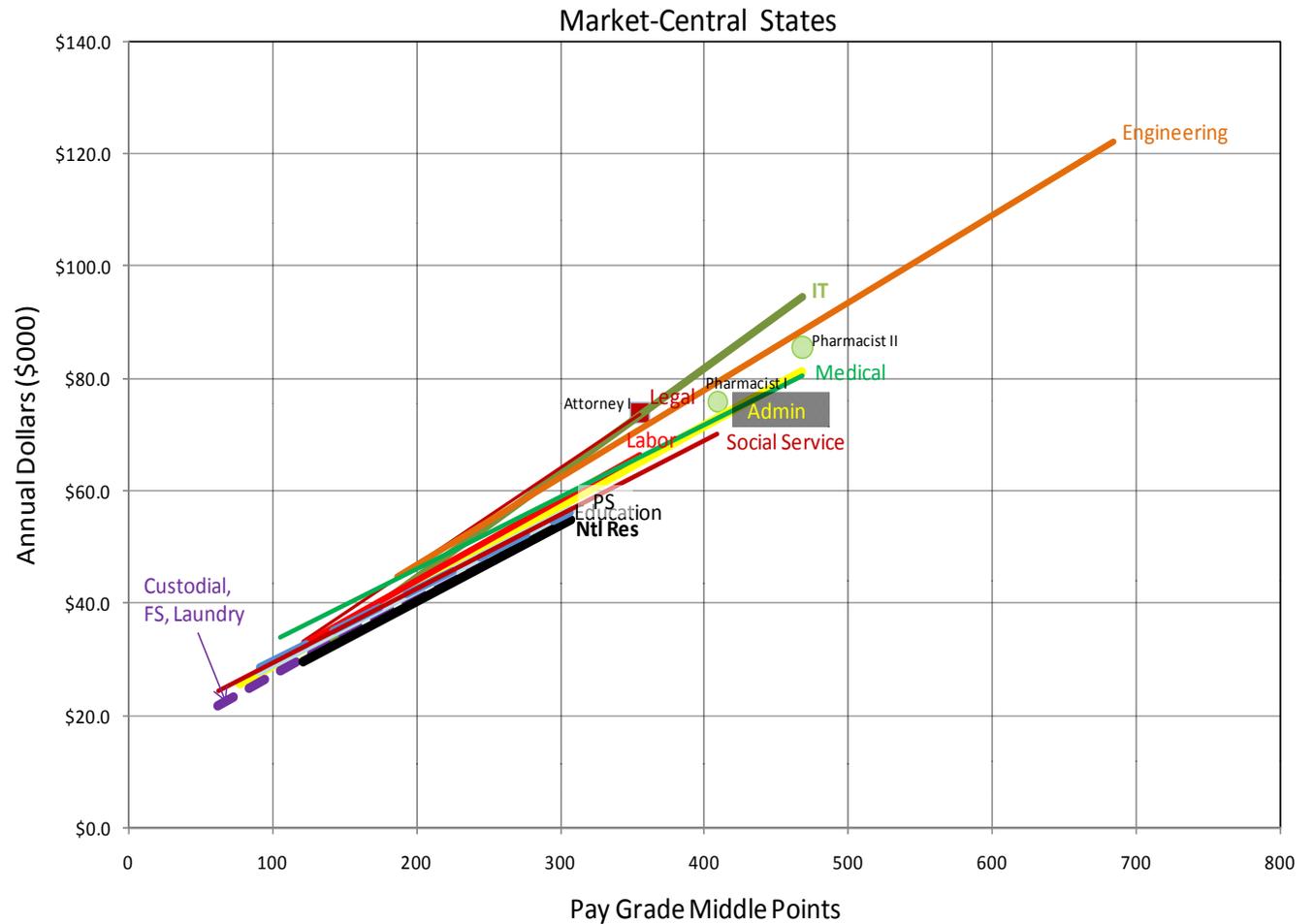
(5112) Correctional Officer II

Agency	# of Ees	Average Annual Pay
Department of Corrections & Rehabilitation	1	\$43,104
Penitentiary (DOCR)	79	\$35,227
Parole & Probation Department (DOCR)	15	\$35,194
James River Correctional Center (DOCR)	75	\$32,452

# Component Analysis

## Market Definition and Pay Ranges

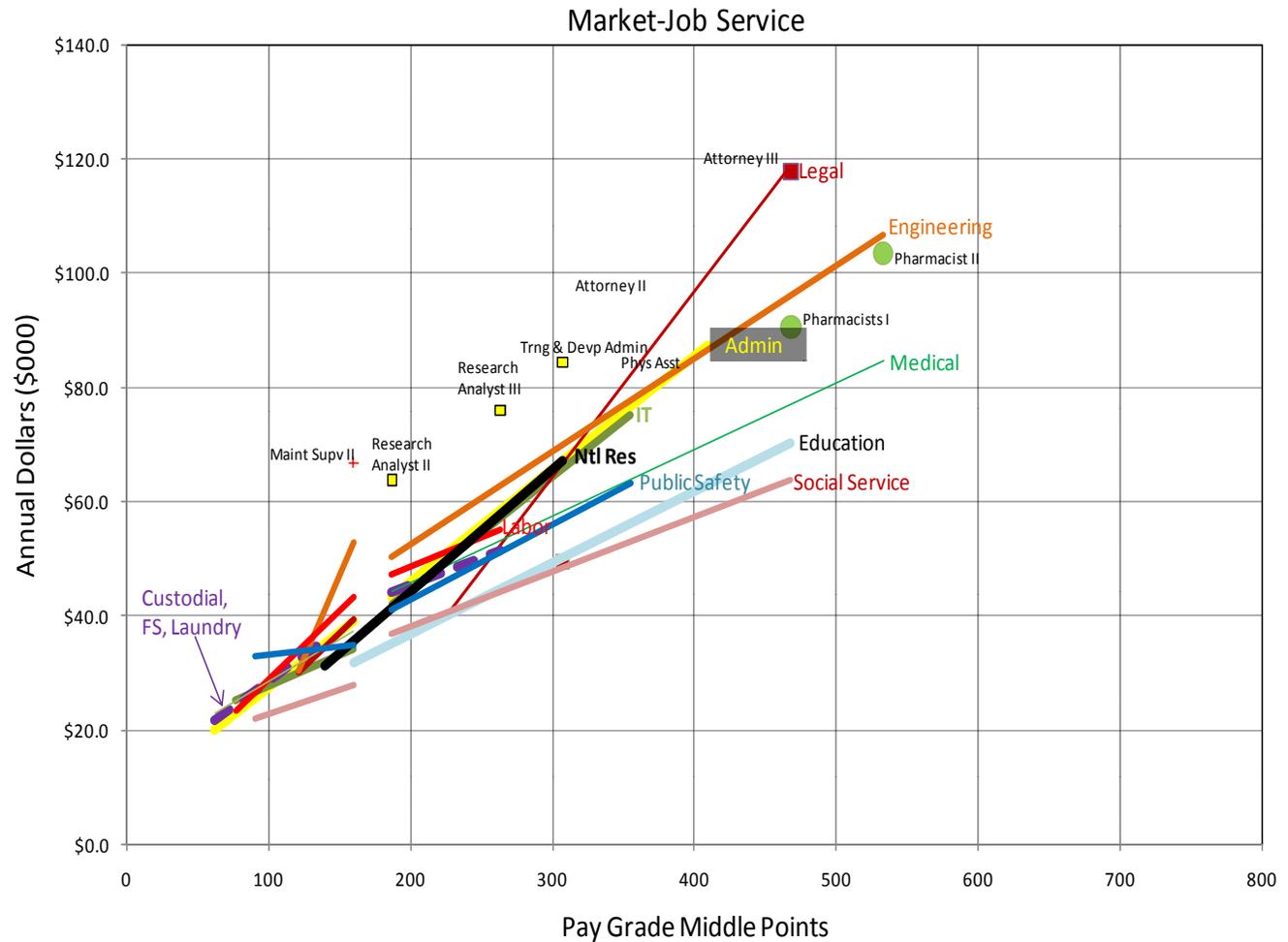
**179 classifications were matched to the Central States markets**



# Component Analysis

## Market Definition and Pay Ranges

**230 classifications were matched to the Job Service market**



# Component Analysis

## Market Definition and Pay Ranges

**The State's average pay lags the Job Service market for the following classifications or groups of classifications by more than 15%**

– Programmer Analyst II and III	– Hydrologist II and III
– Computer and Network Spec II	– Planner III
– Medical Clms Proc Spc III	– Geologic Map Tech II
– Account/Budget Spec II	– Registered Nurse II
– Auditor II and III	– Physical Therapist
– Financial Inst Exmnr II and III	– Occupational Therapist
– Purchasing Agent I	– Identification Tech I and III
– State Procurement Officer I and II	– Correctional Officer I
– Attorney II and III	– Environ Scientist II and III
– Human Resource Officer I	– Agri Marketing Spec I and II
– Training & Development Admin	– Custodial Supervisor I and II
– Research Analyst II and III	– Heating Plant Operator II
– Archivist I	– Maintenance Workers & Supervisors
– Transportation Engineer II	– Electronics Technician I, II and III
– Environmental Engineer II and III	– Printing Equip Op II and III

# Component Analysis

## Market Definition and Pay Ranges

The State's average pay lags the Central States 10 State market for the following classifications or groups of classifications by more than 15%

- Those positions also falling low to the Job Service Market are in bold font

– Systems Administrator III	– Epidemiologist II
– Policyholder Clms Invest	– Veterinarian I
– Library Associate II	– Human Svc Prgm Admin III
– Librarian III	– Behavioral Health Tech I
– Historic Site Supv III	– Direct Training Tech II
– <b>Archivist I</b>	– Human Relations Couns
– <b>Environmental Engr III</b>	– Voc Rehab Couns II
– <b>Hydrologist II</b>	– Appeals Referee
– Public Hlth Nurse Cons I	– Weights & Measures Insptr
– <b>Physical Therapist</b>	– <b>Agr Marketing Spec II</b>
– <b>Occupational Therapist</b>	– Cook I
– Forensic Scientist II	

# Component Analysis

## Market Definition and Pay Ranges

### Current Pay Grade Exceptions

ND Job Code	ND Title	Pay Grade	Eval Grade	ND Job Code	ND Title	Pay Grade	Eval Grade
0146	ENTERPRISE SOFTWARE DEV MGR	15	14	8205	BRICKLAYER, MAINTENANCE	10	8
0178	ENTERPRISE IT ARCHITECT	15	14	8209	GEN TRADES MAINT WKR I	8	4
0179	ARCHITECT ASSOCIATE	14	13	8210	GEN TRADES MAINT WKR II	9	6
0180	ENT NETWORK OPERATIONS MGR	14	13	8211	PAINTER I	7	3
0196	ENT INFO SYS SECURITY ADMIN	15	14	8212	PAINTER II	8	4
0404	SUPERVISING EXAMINER	15	13	8213	PAINTER III	9	6
0405	CHIEF EXAMINER	16	15	8221	CARPENTER I	7	4
0468	SENIOR INS CO EXAMINER	12	12	8222	CARPENTER II	8	6
1015	SIGN LANGUAGE COMM FACILITATOR	8	6	8223	CARPENTER III	9	7
1016	SIGN LANG INTERPRETER	9	7	8225	NDSH CONST/MNTNC SUPERVISOR	11	10
3018	PHYSICIAN ASSISTANT	15	14	8231	PLUMBER I	9	4
3020	NURSE PRACTITIONER	15	14	8232	PLUMBER II	10	7
3123	PHYSICAL THERAPIST	14	12	8233	PLUMBER III	12	9
3125	DIR OF PHYSICAL THERAPY	15	14	8241	ELECTRICIAN I	9	4
3133	OCCUPATIONAL THERAPIST	13	12	8242	ELECTRICIAN II	10	7
3135	DIR OF OCC THERAPY	15	14	8243	ELECTRICIAN III	12	9
3261	PHARMACIST I	16	12	8261	SYSTEMS MECHANIC I	8	4
3262	PHARMACIST II	17	14	8262	SYSTEMS MECHANIC II	10	7
3326	DENTAL HYGIENIST	13	9	8263	SYSTEMS MECHANIC III	11	9
8111	HEATING PLANT OPERATOR I	8	5	8291	ELECTRONICS TECHNICIAN I	8	6
8112	HEATING PLANT OPERATOR II	9	7	8292	ELECTRONICS TECHNICIAN II	10	7
8121	HEATING PLANT SUPV I	10	8	8293	ELECTRONICS TECHNICIAN III	12	8
8122	HEATING PLANT SUPV II	12	10	8415	ROTARY DRILL OPERATOR	12	10

# Component Analysis

## Market Definition and Pay Ranges

**Market analysis revealed the following positions experience a market premium compared to other jobs of similar size**

– Pharmacist I	– Nurse Practitioner
– Pharmacist II	– <b>Psych Clinical Nurse Spec*</b>
– Plumber III	– <b>Registered Nurses*</b>
– Plumber II	– Dental Hygienist
– Plumber I	– <b>Dental Assistant*</b>
– Electrician III	– Physician Assistant
– Electrician II	– <b>Administrative Law Judge*</b>
– Electronics Technician III	– <b>Attorney III*</b>
– Electronics Technician II	– <b>Attorney II*</b>
– Electronics Technician I	– <b>Attorney I*</b>

**\* These Classifications are not currently included in the State's list of Pay Grade exceptions.**

# Component Analysis

## Long-Term Salary Increase

Employee Movement Thru Ranges  
Trends for 2003-2010

Mechanism	Description	2003	2004	2005	2006	2007	2008	2009	2010	Summary 2003-2010
EQY	Equity Increase per Administrative Rules 4-07-02	229	300	939	540	827	1,269	315	14	4,433
GEN	General Increase - no longer used, replaced by LGE & LGP	7	2	5,119	5,522	2,589	4,680	1,862	1	19,782
LGE	Legislative General Increase Equity - used when the agency prioritizes equity in distribution of a general increase	0	0	0	0	2,254	444	1,225	0	3,923
LGP	Legislative General Increase Performance - used when the agency prioritizes performance in distribution of a general increase	0	0	0	0	2,170	1,589	4,759	2	8,520
MEF	Market/Equity Fund - increases distributed from a Market/Equity Fund	0	0	0	0	5,053	1	4,272	0	9,326
MER	Merit - Performance based increase per Administrative Rules 4-07-02	66	762	424	331	324	316	216	54	2,493
OTH	Other - intended when an increase does not fit another category	214	359	127	151	430	144	211	11	1,647
PRO	Promotion Increase per Administrative Rules 4-07-02	52	63	101	173	191	189	189	21	979
REC	Job Reclassification Increase per Administrative Rules 4-07-02	0	19	90	49	46	49	29	25	307
RED	Reduction in Pay	60	75	82	79	127	115	117	27	682
RES	Responsibility/Workload Increase per Administrative Rules 4-07-02	208	684	565	1,173	386	484	276	58	3,834
TMP	Temporary Increase per Administrative Rules 4-07-02	34	49	74	63	73	103	113	6	515
<b>Total:</b>		<b>870</b>	<b>2,313</b>	<b>7,521</b>	<b>8,081</b>	<b>14,470</b>	<b>9,383</b>	<b>13,584</b>	<b>219</b>	<b>56,441</b>

# Component Analysis

## Long-Term Salary Increase

Employee Movement Thru Range  
Per Agency Trends (2003 - 2010)

Agency	EQY	GEN	LGE	LGP	MEF	MER	OTH	PRO	REC	RED	RES	TMP	Total
Adjutant General	190	474	255	401	113	16	6	11	19	3	9	7	1,504
Aeronautics Commission	-	15	-	-	6	2	-	-	-	-	5	-	28
Attorney General	86	512	1	143	229	-	102	10	26	3	25	3	1,140
Bank of North Dakota	54	251	-	400	97	26	8	2	18	3	26	-	885
Beef Commission	-	1	-	3	-	2	-	-	-	-	-	-	6
Career and Technical Education	1	41	-	70	40	129	4	2	-	-	3	-	290
Corn Council	-	-	-	1	-	-	-	-	-	-	-	-	1
Corrections & Rehab	506	2,336	573	-	1,159	6	49	288	83	136	345	22	5,503
Council on the Arts	5	9	4	4	4	-	-	-	-	1	-	-	27
Department of Agriculture	27	91	-	164	58	15	38	4	3	3	10	-	413
Department of Transportation	920	3,781	1,529	1,109	1,518	862	135	100	5	30	1,733	35	11,757
Dept of Financial Institutions	75	82	1	22	8	-	-	29	-	-	13	-	230
Game and Fish Department	195	564	133	-	134	2	2	-	2	1	11	6	1,050
Highway Patrol	305	652	160	-	253	442	88	18	7	6	101	1	2,033
Historical Society	107	266	-	1	22	6	46	2	5	3	18	15	491
Human Services	720	5,861	15	3,249	3,166	207	755	219	58	302	672	244	15,468
Indian Affairs Commission	-	4	-	8	1	-	-	-	-	-	-	-	13
Industrial Commission	26	92	-	141	82	-	5	4	1	-	66	-	417
Information Technology Dept	43	714	138	463	379	353	32	44	9	15	160	3	2,353
Insurance Department	61	54	-	96	28	50	1	1	2	2	1	-	296
Job Service	22	754	1	507	385	-	55	89	17	19	109	17	1,975
Labor Commissioner	3	14	-	26	16	1	-	1	1	1	8	-	71
Land Department	2	79	-	15	15	17	12	5	-	1	7	-	153
Legal Counsel for Indigents	1	36	-	38	8	-	-	-	-	-	1	-	84
Milk Marketing Board	-	15	6	3	-	4	1	-	-	-	3	-	32

# Component Analysis

## Long-Term Salary Increase

Agency	EQY	GEN	LGE	LGP	MEF	MER	OTH	PRO	REC	RED	RES	TMP	Total
ND Barley Council	-	2	-	-	-	-	-	-	-	-	-	-	2
ND Department of Health	268	477	892	318	390	-	67	58	-	17	189	20	2,696
ND Horse Racing Commission	-	5	-	-	-	-	-	-	-	-	1	-	6
ND Parks & Recreation	88	130	88	5	44	-	12	1	4	15	16	3	406
ND Soybean Council	2	12	1	-	-	3	1	-	-	-	-	-	19
Office of Admin Hearings	4	24	1	2	3	11	5	-	-	-	1	-	51
Office of Mgmt & Budget	157	228	26	314	165	3	34	10	4	7	90	11	1,049
Protection and Advocacy	19	92	-	26	47	3	2	2	-	-	1	-	192
Public Employees Retire System	49	108	89	-	26	-	10	1	4	3	6	8	304
Public Instruction	103	415	-	-	161	1	29	4	7	60	27	66	873
Public Service Commission	10	95	-	63	44	12	17	1	3	1	12	4	262
School for the Blind	26	85	-	-	29	-	5	-	2	3	3	4	157
School for the Deaf	24	116	-	30	45	-	4	4	4	-	7	-	234
Secretary of State	1	67	-	42	41	43	4	2	-	-	2	-	202
Securities Commissioner	-	21	-	15	13	-	-	1	-	-	-	-	50
Seed Department	15	101	-	31	29	55	2	-	3	-	2	-	238
State Auditor	81	163	-	44	39	41	60	24	-	-	-	-	452
State Fair Association	23	-	-	18	-	56	-	2	-	-	2	-	101
State Library	-	74	-	53	53	-	-	8	-	-	7	-	195
State Retir & Invest Office	14	40	-	29	13	-	-	-	-	17	9	17	139
State Tax Commissioner	17	216	-	346	208	115	32	11	10	18	60	26	1,059
State Treasurer	3	16	-	-	1	-	1	-	-	-	-	-	21
State Wheat Commission	-	18	-	-	-	6	1	-	-	-	-	-	25
Tobacco Prev/Control Committee	-	-	-	-	-	-	-	-	-	-	-	-	0
Veterans Affair Department	-	24	-	-	5	4	-	-	-	-	4	1	38
Veterans' Home	49	348	10	93	106	-	7	-	3	8	25	-	649
Water Commission	129	126	-	227	143	-	14	6	3	3	18	-	669
Workforce Safety & Insurance	-	-	-	-	-	-	-	9	4	1	1	2	17
<b>Other Agencies</b>													
Childrens Serv Coord Committee	-	-	-	-	-	-	-	-	-	-	1	-	1
Emergency Services	2	81	-	-	-	-	1	6	-	-	24	-	114

# Component Analysis

## Long-Term Salary Increase

### Employee Movement Thru Range Per Job Trends (2003 - 2010)

Job*	EQY	GEN	LGE	LGP	MEF	MER	OTH	PRO	REC	RED	RES	TMP	Total
ACCOUNT TECHNICIAN II	26	189	23	107	85	15	3	6	4	4	30	9	501
ACCOUNT/BUDGET SPEC III	17	103	24	45	42	15	9	2	-	11	26	9	303
ADDICTION COUNSELOR II	82	227	5	84	110	11	39	-	1	29	15	24	627
ADMIN ASSISTANT I	68	644	104	216	257	59	45	27	10	26	74	25	1,555
ADMIN ASSISTANT II	66	429	85	184	187	75	29	13	5	12	70	22	1,177
ADMIN ASSISTANT III	58	258	53	106	104	24	21	2	5	12	54	12	709
ADMIN OFR I	17	107	14	75	44	16	12	6	5	2	18	1	317
ADMIN OFR II	14	85	12	39	32	13	5	5	3	5	17	5	235
ADMIN STAFF OFFICER I	27	102	18	42	50	16	3	3	5	12	22	9	309
ADMIN STAFF OFFICER II	18	74	15	23	39	6	3	4	8	3	13	5	211
ADMIN STAFF OFFICER III	9	54	10	18	19	18	3	2	-	-	11	-	144
ADVANCED CLINICAL SPEC	19	143	-	50	71	6	33	3	2	8	6	5	346
AUDITOR I	12	11	1	10	6	6	24	6	1	-	-	-	77
AUDITOR II	32	96	2	34	31	35	38	9	6	1	8	3	295
AUDITOR III	20	83	4	96	75	24	6	11	6	4	10	2	341
AUDITOR IV	28	98	4	44	37	15	12	6	-	2	13	4	263
AUDITOR V	5	31	-	8	12	1	7	1	-	-	-	-	65
BEHAVIORAL HEALTH TECH I	25	30	-	102	36	-	27	1	10	4	29	-	264
BEHAVIORAL HEALTH TECH II	99	218	1	381	249	1	67	7	27	23	82	-	1,155
COOK I	16	102	1	70	67	5	36	-	-	1	2	-	300
CORRECTIONAL CASEWORKER	32	143	37	-	74	-	-	27	-	8	16	1	338
CORRECTIONAL OFFICER I	5	23	3	-	5	-	5	55	26	-	5	-	127
CORRECTIONAL OFFICER II	147	627	157	-	320	-	1	64	23	46	84	2	1,471
CORRECTIONAL OFFICER III	6	84	16	-	55	-	-	22	1	1	6	1	192
CORRECTIONAL OFFICER IV	7	16	5	-	5	-	-	3	-	1	4	-	41

# Component Analysis

## Long-Term Salary Increase

Job*	EQY	GEN	LGE	LGP	MEF	MER	OTH	PRO	REC	RED	RES	TMP	Total
CUST SERVICE SPEC	10	177	-	123	107	-	10	9	2	6	10	6	460
CUSTODIAN	33	116	9	107	65	1	12	-	-	6	8	6	363
DEV DISABIL CASEMGR II	10	216	1	64	115	7	3	1	-	-	-	-	417
DIRECT TRAINING TECH I	50	368	2	267	245	-	220	7	3	20	17	18	1,217
DIRECT TRAINING TECH II	8	96	-	68	62	-	51	4	-	4	3	3	299
ENGINEERING TECH II	2	43	13	20	7	22	1	3	-	-	19	-	130
ENGINEERING TECH III	42	114	31	45	29	29	5	2	-	1	40	-	338
ENGINEERING TECH IV	47	203	68	63	98	49	7	4	-	-	78	-	617
ENVIRON SCIENTIST II	48	75	132	55	94	1	20	3	-	5	24	3	460
EQUIPMENT OPERATOR II	14	693	240	16	218	176	24	10	-	3	467	1	1,862
EQUIPMENT OPERATOR III	2	245	84	9	78	62	1	2	-	2	148	-	633
HUMAN SVC PRGM ADMIN I	0	25	5	9	11	3	-	-	-	3	1	2	59
HUMAN SVC PRGM ADMIN II	4	31	8	14	18	4	-	2	-	1	8	-	90
HUMAN SVC PRGM ADMIN III	6	165	43	66	83	7	6	12	-	9	31	10	438
HUMAN SVC PRGM ADMIN IV	7	207	15	66	95	11	3	13	-	14	20	13	464
HUMAN SVC PRGM ADMIN V	12	115	20	29	48	6	2	11	-	8	30	9	290
HUMAN SVC PRGM ADMIN VI	11	45	26	21	19	4	-	7	-	6	12	5	156
HWY PATROL OFFICER I	21	18	-	-	14	-	10	0	-	0	53	-	116
HWY PATROL OFFICER II	255	337	87	-	125	263	40	7	-	5	47	1	1,167
HWY PATROL SERGEANT	26	60	13	-	30	32	10	8	-	-	-	-	179
L P NURSE II	37	156	2	115	83	-	3	3	3	-	9	-	411
MI CASEMANAGER II	44	361	-	102	181	8	7	3	0	15	8	19	748
OFFICE ASSISTANT II	28	169	42	89	68	18	7	3	0	3	33	3	463
OFFICE ASSISTANT III	49	509	58	207	209	56	25	9	3	11	80	9	1,225
PAROLE & PROB OFFICER II	29	138	31	-	67	-	14	4	1	11	60	1	356
PAROLE & PROB OFFICER III	19	75	17	-	40	-	-	8	2	-	11	-	172
PAROLE & PROB PRGM MGR	9	47	13	-	25	-	2	4	2	1	10	-	113

# Component Analysis

## Long-Term Salary Increase

Job*	EQY	GEN	LGE	LGP	MEF	MER	OTH	PRO	REC	RED	RES	TMP	Total
PROGRAMMER ANALYST I	6	54	10	31	23	20	1	4	-	-	17	-	166
PROGRAMMER ANALYST II	8	87	10	72	50	34	8	7	3	-	31	-	310
PROGRAMMER ANALYST III	22	167	23	100	74	66	4	3	2	-	23	-	484
REGISTERED NURSE II	72	244	16	143	89	3	5	9	-	22	25	11	639
REGISTERED NURSE III	14	87	6	71	33	-	-	5	-	1	2	1	220
SOCIAL WORKER II	4	91	8	30	50	1	4	2	-	3	11	1	205
SOCIAL WORKER III	9	116	-	25	48	6	6	2	1	5	11	4	233
SR PROGRAMMER ANALYST	5	105	5	63	63	66	4	-	1	4	13	3	332
TRANSPORATION TECHNICIAN I	234	233	99	218	101	54	1	-	-	3	51	3	997
TRANSPORTATION ENGR I	38	67	13	20	2	52	4	2	-	-	2	-	200
TRANSPORTATION ENGR II	50	113	62	39	44	21	6	5	2	-	65	-	407
TRANSPORTATION ENGR III	62	214	112	71	101	49	5	6	-	3	110	3	736
TRANSPORTATION PROJ MGR	63	130	59	47	67	15	5	9	-	-	42	1	438
TRANSPORTATION SRVCS SUP	73	73	74	74	73	1	-	10	-	-	-	-	378
VOCATIONAL TRNG TECH	4	121	-	83	83	-	50	7	-	-	2	-	350

\*Only Jobs with 300+ Occurrences Included in Analysis and Job Series with Significant Occurrence

# BENEFITS REPORT

## Executive Summary

- Hay Group's review is based on benefits program information provided by the State in July of 2010 for its current FY benefit programs.
- Hay Group used two custom comparator groups consisting of 11 US States and 650 general market organizations contained in Hay Group's Benefits Database.

*\* Colorado, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, North Dakota, Oklahoma, South Dakota, Wyoming*

# Benefits Methodology

- Hay Group utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits
- In establishing a program's overall market competitiveness the Hay Benefit Valuation model uses "standard cost assumptions" instead of a company's specific costs, which eliminates the impact of such cost variables as demographics, geography, funding method, or purchasing power, etc.
  - The State's health care premiums may be less in actual dollars than other States; however, this is not a factor in determining program value under the Hay Group methodology.
- The valuation model places a relative value on each specific feature of a benefit program. The value for each plan is then compiled to produce an overall program value appropriate for market comparison. In general, the more generous a particular feature is the higher the relative value
- Benefit values are determined on an "Employer-paid" basis. Employer-paid benefit values are discounted to reflect the relationship of any required employee contributions to the program's total value

## Death Benefits

- The State provides a basic life insurance and AD&D plan that provides a flat dollar benefit of \$1,300. Only 8% of the general market provides a flat dollar benefit, while 60% of the States do so.
- Most of the general market provides a benefit based on a uniform earnings multiple, such as 1x or 2x pay, with 1x pay as the most prevalent benefit level in the general market (44%).
- Most States provide a flat dollar benefit in the range of \$14,000 to \$50,000.
- The State's low basic benefit is augmented by employee paid supplemental group life and AD&D plans that provide up to \$200,000 in additional coverage. This type of benefit is provided by 88% of the general market and 90% of Central US States. The high prevalence among public sector organizations is due to the typically lower basic life benefit that is provided.

## Death Benefits

- The State also provides employee-paid dependent group life with a maximum \$100,000 spouse and \$5,000 child benefit.
  - General market organizations typically provide \$50,000 or more (58%) to spouses and \$10,000 (57%) to each child.
  - Central US States provide between \$10,000 and \$50,000 (60%) for spouses and \$10,000 (67%) to each child.
- The State's death benefit program is not competitive when compared to either market. The \$1,300 basic benefit is nearly equivalent to offering no benefit at all. The State's supplemental coverage levels are competitive, but because they are at the employee's expense, the overall value of the State's death benefit is only marginally increased.

## Disability Benefits

- The State provides a salary continuation plan only which provides benefits at full pay based on accumulation of days (12 days per year) with no maximum accumulation. This type of plan is provided by all state governments; however, 50% of the states combine salary continuance with an insured short term disability program.
  - 51% of the general market provides a salary continuance plan only and another 44% provide both a salary continuance plan and STD plan.
  - 50% of Central US States provides salary continuance plan only and 50% provide both salary continuance and STD plans.
- General market organizations typically base the salary continuance on a uniform benefit (43%) and service schedule (27%), while 100% of Central US States base salary continuance on an accumulation of days, as the State does.
- 40% of Central US States accrue 12 days of sick leave annually just as the State does, while 50% accrue 13 to 15 days per year.
- The State places no limit on the number of sick days an employee can accumulate, which is in line with Central US States (90%), while only 27% of the general market has no maximum accumulation of days.

# Disability Benefits

- The State provides immediate eligibility as does 67% of Central US States, while only 50% of the general market group does.
- The State does not provide a stand along long term disability benefit (LTD), but rather, provides for disability benefits through the retirement plan. The benefit provides 25% of final average salary to disabled employees, subject to disability requirements. The benefit structure is not common in general market organizations, but is still seen in public sector organizations due to the continued high prevalence of defined benefit plans.
  - Most general market (77%) and Central US States (54%) provide employer paid LTD
  - The benefit provided is typically 60% of pay (70% of general market and 80% of Central US States).
- The State's overall disability program is below market due primarily to the low long term disability benefit provided through the pension plan. Considered on its own, the short term disability benefit is also below market. The long term disability benefit structure is not in line with current market practice for either the general market or Central US States.

# Health Care Benefits

- The State's most prevalent plan is a PPO plan. A PPO plan is the most common for both comparator groups (68% general market and 50% for Central US States).
- The State pays the full premium and requires no contributions for single or family coverage. This feature puts the State above both markets.
  - 7% of general market employers and 40% of Central US States provide employer paid coverage for single coverage. Only 3% of the general market and 0% of Central US States provide employer paid coverage for dependents.
  - The most prevalent cost sharing range for employee coverage is 15% to 29% for the general market (56%) and less than 15% for the Central US States (60%).
  - The most prevalent cost sharing range for dependent coverage is 15% to 29% for both markets (54% of the general market and 72% of Central US States).
- 65% of the general market and 50% of Central US States pay 90% or 100% for inpatient hospital, surgical, outpatient charges, while the State pays 80%.
- The State's individual deductible of \$400 is close to market when compared to both groups. 55% of the general market and 58% of Central US States have a deductible of \$400 or less. The State's \$1,200 family deductible is proportional to the individual deductible, but is less competitive, as 57% of the general market and 71% of Central US States have a family deductible of \$900 or less.

## Health Care Benefits

- The State's individual and family out of pocket maximums of \$750 and \$1,500, respectively, are above market.
  - 94% of the general market and 86% of Central US States have an individual maximum of \$1,000 or greater
  - 93% of the general market and 83% of Central US States have a family maximum of \$2,000 or greater.
- The State maintains a 3 tier prescription drug program, as do most general market and Central US States. However, the State also requires a prescription coinsurance – 15% generic, 25% brand formulary, 50% non-formulary – as well as a separate \$1,000 out of pocket maximum, which is not common market practice.
- 33% of the general market and 78% of Central US States provide coverage to early and normal retirees, as the State does. The State shares the cost with retirees while only 17% of Central US States do. 61% of the general market shares the cost.

# Health Care Benefits

- The State's dental coverage is competitive with two exceptions:
  - The State's annual benefit maximum of \$1,000 is low. 67% of the general market and 60% of Central US States have a maximum of \$1,500 or greater.
  - Dental coverage is 100% employee paid. Only 10% of the general market and 20% of Central US States are fully employee paid. Most share the cost – 71% of the general market and 60% of Central US States.
- The State provides a separate vision plan, as do most general market employers and Central US States.
- The State's health care program is at market due to the following:
  - No employee premium contributions (+)
  - Low annual out of pocket maximums (+)
  - 80% coinsurance (-)
  - Prescription coverage (-)
  - Employee paid dental (-)

# Retirement Benefits

## Defined Contribution Plan

- The State offers a 457 plan but does not make any employer contributions to the plan.

## Defined Benefit Plan

- The State offers a final average pay pension plan to employees. The plan requires employees to contribute 4%.
- The plan benefit is 2% of pay per year of service.

## Retirement Program Trend

- The trend towards defined benefit plan terminations continues, fueled more recently by the economic downturn. Many organizations across industries continue to restructure the overall design of their retirement programs and have begun to shift more attention to their defined contribution plans in an attempt to reduce costs. Efforts in this area often include reductions in the defined benefit formula (if applicable) in favor of higher employer contributions to the defined contribution plan

## Retirement Benefits

- General market organizations typically provide a defined contribution plan with employer contribution only (60%), with only 30% providing both a defined contribution plan with employer contribution and a defined benefit plan.
- All Central US States provide a defined benefit plan and defined contribution plan. Half the group provides an employer contribution to the DC plan while the other half does not.
- The 3 year vesting schedule is better than both general market defined contribution plan vesting schedules and Central US States defined benefit plan schedules (5 years).
- As mentioned in the disability benefit section, the retirement plans provide employees with a disability benefit of 25% of salary, subject to disability requirements.
- The State's retirement program is currently at market; however, there is increasing prevalence in the public sector of employer contributions to defined contribution plans, which will decrease the value of the State's program in the future.

# Holiday and Vacation Program & Other Benefits

## Holiday and Vacation Program

- The State provides 10.5 paid holidays per year. 59% of the general market and 90% of Central US States provide 10 or more holidays.
- The State's vacation schedule is competitive against both the general market and Central US States for employees at various stages of service. The 24 day maximum is at market.
- Accordingly, we have determined that the State provides a market competitive paid time off program.

## Other Benefits

- The State provides health care and dependent care spending accounts to its employees. No tuition reimbursement or commuting assistance is provided to employees. Due to the low level of employer paid benefits in this category, the State is below market in comparison to the general market and Central US States.