

The background features a large, stylized 'W' shape. The left side of the 'W' is filled with the Wyoming state flag's colors: red, white, and blue. The right side of the 'W' is black. In the center of the 'W', the Wyoming State Seal is visible, showing a figure holding a bow and arrow, with the text 'WYOMING' and '1907' around it.

STATE OF WYOMING Compensation Facts



Budget Session 2022

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Introduction

The average base pay for 89 classifications is less as of October 2021 than it was in October 2011. Additionally, this rate reduction does *not* take into account 26% inflation during the same time period. This reduced base pay rate is a driving force in the loss of nearly 860 filled full time workers over the same time period, moving yearly turnover from a 10 year low of 12.6% in 2011 to a historic rate of 18.1% in 2020. Simply put, compensation is not competitive; no one wants these jobs at the current rate, including benefits. This compensation challenge is only one of the considerable issues facing our state.

Wage stagnation and inflation have led the Executive Branch to experience competitive pressure in all pay grades and has negatively impacted the State of Wyoming's ability to recruit and retain employees. Statewide budget issues are a concern, and it is imperative that the classified pay structure, as well as the actual salaries of employees as a percent of current market rates, be reviewed for the efficient and effective delivery of services that the Legislature has deemed essential to the public good.

At the request of the Joint Appropriations Committee, the Department of Administration & Information has compiled additional employee compensation numbers by agency for discussion during agency budget hearings. This book contains both statewide and agency specific data. As of August 2021, the Executive Branch would need \$97,863,048 (general funds = \$43,889,947) per year to move every classified employee in the workforce to the 2020 market rate, including base pay and benefits. Executive Branch pay has fallen so far behind that requesting a move to 2020 market rates for all employees has become unrealistic. The recommendation put forth in the Governor's Budget and detailed further in this document, moves the pay tables to the 2020 rate and implements a merit matrix. Step one of this recommendation, moving the pay tables, requires movement of all employees below the 2020 minimum to the new minimum with a yearly cost of \$5,303,438 (general funds = \$2,838,895). Step 2 of the recommendation is implementation of a merit matrix at a cost of \$27,285,373 (general funds = \$11,880,473) per year. The total Executive Branch request is \$32,588,811 (general funds = \$14,719,368) per year and \$65,177,622 (general funds = \$29,438,736) in base pay and benefits for the biennium.¹

This begins to address compensation issues facing the State of Wyoming. Implementing this recommendation still leaves the Executive Branch workforce \$67,204,135 per year (\$134,408,270 per biennium) behind 2020 market rates. Going forward, we will continue the discussion on Executive Branch pay methodology, funding, and budgeting practices to ensure fair compensation for all Executive Branch employees. Fair employee compensation, a key component of employee recruitment and retention, highlights the need for the Great State of Wyoming to create a sustainable funding model in order to recruit, fairly compensate, and retain our dedicated state employees.

¹ The Governor's recommendation of \$31,182,487 properly forecasts vacant positions and includes the Enhanced Oil Recovery Commission's ask of \$182,487. The numbers included in this document discuss filled positions only for the Executive Branch Agencies.

Definitions

Classified Employee: An employee who falls within the regular State of Wyoming Classification System. This does *NOT* include temporary employees or employees who work for the Wyoming Business Council, Wyoming Office of Tourism, Judicial Branch, Legislative Branch, University of Wyoming, or Wyoming Community Colleges.

Classification (Class) Code: A code used to identify a type of job performed in the State of Wyoming Classification System

COMPA Ratio: An employee's current pay rate as a percent of MPP to illustrate where in the range an employee's pay rate is located (Current Pay/MPP).

Days to Fill: The number of days from the time a position is open for applications (not necessarily vacated) until the chosen hire's start date.

Market Policy Position (MPP): The market rate established for all jobs within the grade.

Market Rate: The prevailing rate of compensation employers are paying for a job. For the purposes of this report, it is an average of the actual median salaries for a group of similar benchmark jobs.

Market Lag: The actual percentage increase in base pay needed to move an incumbent to MPP $((MPP - \text{Current Pay}) / \text{Current Pay})$.

Merit Matrix: A mathematical grid used to accurately and transparently administer salary increases based on performance and current rate of pay.

Turnover: The measurement of employees who leave an organization during a specified time period (number of employees who left/average number of employees in timeframe)

Vacancy: A legislatively authorized position not filled with an incumbent.

Class Codes Paid Less in October 2021 than in October 2011

Class Code	Class Title	Number of Employees October 2011	Average Hourly Rate October 2011	Number of Employees October 2021	Average Hourly Rate October 2021	Actual Decrease in Hourly Rate Over 10 Years
ATPA01	Practicing Attorney 1	12	\$29.75	23	\$29.64	-\$0.11
ATPA05	Practicing Attorney 5	5	\$52.37	6	\$50.26	-\$2.12
BABO08	Business Office Coordinator I	14	\$25.19	23	\$25.04	-\$0.15
BACA08	Senior Consumer Affairs Specialist	1	\$24.95	2	\$21.93	-\$3.01
BADL06	Driver's License Field Examiner	16	\$19.61	29	\$18.57	-\$1.04
BADL08	Drivers License Regional Supervisor	5	\$24.57	5	\$22.68	-\$1.88
BAGC08	Grants & Contract Administration Specialist II	17	\$24.63	12	\$24.60	-\$0.02
BALG09	Hearing Officer	6	\$30.16	5	\$28.33	-\$1.83
BAMR07	Mail Services Supervisor	2	\$23.19	2	\$22.66	-\$0.53
BAPS07	Policy & Planning Analyst I	11	\$24.71	3	\$22.68	-\$2.03
BAPS10	Senior Policy & Planning Analyst	18	\$32.34	24	\$31.42	-\$0.93
BEBP06	Benefits & Eligibility Specialist I	116	\$18.89	95	\$18.72	-\$0.17
BEBP12	Benefits & Eligibility Manager II	1	\$39.99	5	\$35.78	-\$4.21
BEDD08	Senior Disability Determination Specialist	5	\$23.10	2	\$22.46	-\$0.64
BEWC07	Claims Specialist	76	\$22.68	85	\$21.93	-\$0.75
COCI12	Correctional Investigative Major	1	\$38.97	1	\$37.85	-\$1.12
COCP09	Correctional Program Coordinator	1	\$38.76	6	\$27.39	-\$11.38
COCP11	Correctional Program Manager I	5	\$34.78	3	\$34.73	-\$0.05
CTBA07	Computer Technology Business Applications Specialist I	12	\$23.30	1	\$23.18	-\$0.12
CTMG12	Computer Technology Program Manager II	11	\$40.75	5	\$39.65	-\$1.10
CTSU07	Computer Technology Support Specialist I	47	\$21.83	8	\$21.26	-\$0.57
CTSU09	Computer Technology Support Analyst	3	\$28.75	2	\$28.32	-\$0.43
CTSY07	Computer Technology Systems & Infrastructure Specialist I	21	\$22.05	1	\$20.00	-\$2.05
CTSY08	Computer Technology Systems & Infrastructure Specialist II	37	\$26.34	5	\$25.45	-\$0.88
CTSY09	Computer Technology Systems & Infrastructure Analyst	5	\$30.66	1	\$26.82	-\$3.84
EBH10	Employee Assistance Program Coordinator	1	\$34.12	1	\$31.93	-\$2.19
ENGE08	Geologist I	3	\$24.18	4	\$23.75	-\$0.43
ENGE09	Geologist II	5	\$28.14	4	\$27.50	-\$0.64
ENNR09	Natural Resources Analyst	119	\$27.30	93	\$26.33	-\$0.97
ENNR10	Natural Resources Program Principal	78	\$33.71	79	\$32.42	-\$1.29
ENNR11	Natural Resources Program Supervisor	25	\$39.10	28	\$37.48	-\$1.62
ENNR13	Natural Resources Program Manager	20	\$44.61	28	\$44.19	-\$0.42
ETCT10	Certified Academic Manager I	7	\$30.10	6	\$30.07	-\$0.03
ETCT11	Certified Academic Manager II	2	\$36.28	2	\$35.62	-\$0.66
ETIN07	Instructor I	6	\$22.71	5	\$22.29	-\$0.42
ETVT07	Vocational Trainer	11	\$21.66	9	\$21.57	-\$0.10
FIAC06	Accounting Technician	25	\$18.64	19	\$18.22	-\$0.42
FIAU11	Supervising Auditor	3	\$37.46	7	\$37.41	-\$0.04

Class Code	Class Title	Number of Employees October 2011	Average Hourly Rate October 2011	Number of Employees October 2021	Average Hourly Rate October 2021	Actual Decrease in Hourly Rate Over 10 Years
FIIE08	Senior Investment Educator	2	\$27.71	3	\$26.20	-\$1.51
HSHC04	Health Care Assistant	12	\$16.96	7	\$16.81	-\$0.14
HSHC06	Health Care Technician	3	\$20.11	4	\$18.73	-\$1.38
HSOT09	Occupational Therapist	8	\$32.41	4	\$32.31	-\$0.11
HSSL08	Laboratory Scientist I	8	\$26.99	6	\$26.15	-\$0.84
ININ11	Inspection Supervisor	13	\$33.81	6	\$33.79	-\$0.02
ISFS01	Food Services Assistant	27	\$11.33	19	\$11.22	-\$0.11
LRAP09	Appraiser	6	\$34.71	3	\$29.46	-\$5.25
PIMM10	Multi-Media Supervisor	1	\$31.29	1	\$31.24	-\$0.05
PSDI04	Highway Patrol Dispatcher I	10	\$15.33	7	\$15.31	-\$0.02
PSDI06	Highway Patrol Dispatcher II	30	\$21.47	23	\$21.41	-\$0.05
PSDI10	Highway Patrol Assistant Dispatch Program Manager	1	\$32.14	1	\$30.22	-\$1.92
PSEP09	Emergency Preparedness Specialist II	7	\$28.34	8	\$28.32	-\$0.02
PSEP11	Senior Emergency Preparedness Analyst	3	\$35.08	6	\$33.52	-\$1.56
PSES07	Security Officer	13	\$21.78	13	\$21.52	-\$0.26
PSFF04	Firefighter I	15	\$16.69	18	\$15.93	-\$0.75
PSFF05	Firefighter II	8	\$19.63	11	\$18.16	-\$1.47
PSFF07	Senior Firefighter	4	\$22.84	5	\$21.51	-\$1.33
PSFF09	Fire Services Supervisor	3	\$29.33	4	\$28.00	-\$1.34
PSHP07	Highway Patrol Trooper I	38	\$22.06	33	\$21.32	-\$0.73
PSPE06	Port of Entry Specialist	11	\$21.97	12	\$21.85	-\$0.13
PSPE07	Port of Entry Compliance Review Auditor	2	\$23.98	4	\$22.64	-\$1.34
PSSA10	Special Agent I	16	\$34.04	13	\$32.60	-\$1.44
PSSG05	Security Guard Supervisor	5	\$20.85	5	\$19.72	-\$1.14
SOAP11	Adult Probation & Parole Manager	11	\$36.10	12	\$33.36	-\$2.74
SOCW10	Casework Supervisor	2	\$31.34	1	\$30.43	-\$0.91
SOLC11	Clinical Director	1	\$34.91	1	\$33.82	-\$1.10
SOVS10	Client Services Supervisor	1	\$30.96	1	\$29.67	-\$1.29
SOYS03	Youth Services Aide	30	\$15.59	14	\$15.31	-\$0.28
SOYS04	Youth Services Security Officer	11	\$17.50	8	\$16.81	-\$0.69
SOYS06	Youth Services Specialist II	51	\$19.83	41	\$19.75	-\$0.08
TDBG03	Buildings & Grounds Assistant	43	\$15.49	21	\$15.14	-\$0.35
TDEL08	JOURNEY ELECTRICIAN	3	\$26.37	10	\$25.67	-\$0.71
TDEL11	Electrical Manager	1	\$33.97	1	\$33.82	-\$0.15
TDFA06	Fabricator	7	\$21.84	10	\$21.83	-\$0.01
TDHM06	Heavy Mechanic	54	\$21.44	49	\$20.47	-\$0.97
TDHM07	Senior Heavy Mechanic	17	\$25.85	22	\$25.83	-\$0.02
TDHM10	Fleet Program Coordinator	1	\$34.75	3	\$32.05	-\$2.70
TDPL05	Plumber	13	\$17.65	3	\$17.51	-\$0.14
TDST06	Skilled Trades Specialist	14	\$21.05	39	\$20.75	-\$0.30
TNCF06	Construction & Field Survey Specialist	63	\$20.71	52	\$20.53	-\$0.18
TNDE06	Design Specialist I	25	\$22.19	1	\$19.37	-\$2.82
TNDE07	Design Specialist II	16	\$23.92	7	\$22.30	-\$1.61
TNDR05	Driller Technician	2	\$17.67	1	\$17.31	-\$0.36
TNFD05	Field Data Collection & Lab Analysis Technician	29	\$18.42	4	\$17.60	-\$0.82
TNFD06	Field Data Collection & Lab Analysis Specialist I	15	\$22.27	15	\$20.12	-\$2.15
TNPS06	Photogrammetry and Survey Specialist I	8	\$20.64	1	\$18.92	-\$1.72
TNPS07	Photogrammetry and Survey Specialist II	3	\$26.13	5	\$22.57	-\$3.56
TNST07	Staff Technician I	2	\$23.84	5	\$22.99	-\$0.86
TNTM04	Transportation Mgt Center Assistant	9	\$15.29	6	\$15.13	-\$0.16
TNTO07	Technical Operations Technician II	17	\$21.72	17	\$21.58	-\$0.14

State of Wyoming Employee Satisfaction Survey Results

In August 2021, the Department of Administration & Information (A&I) in collaboration with the Jobs/Workforce Committee assembled by the Governor released an employee satisfaction survey. Questions asked covered a variety of topics, none of which were required to be answered. Responses were completely anonymous. The survey yielded 4,344 respondents (52% of the eligible workforce). Respondents included supervisors and non-supervisors, employees spanning from less than 1 year of service to over 20 years of service, a variety of civil service statuses, and employees located from all over the state.

Highlights

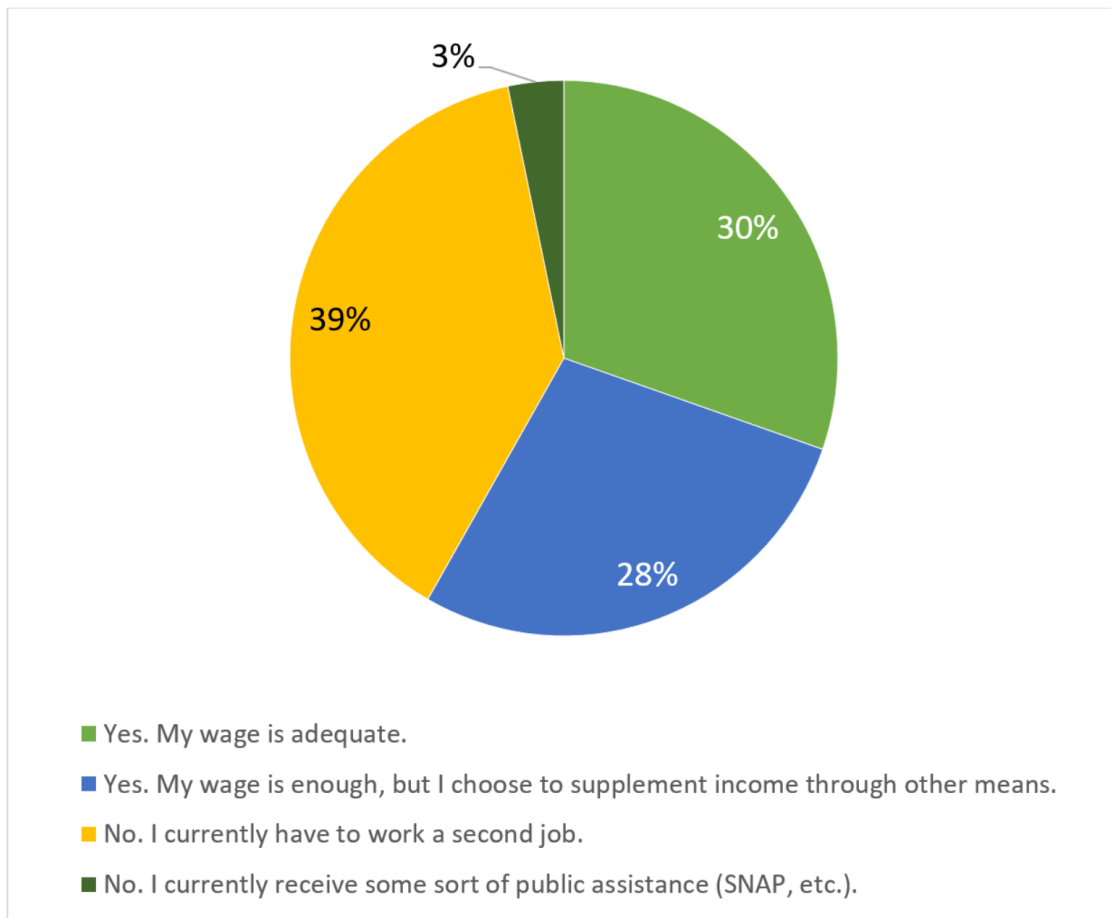
- Question - Why did you choose to work for the State of Wyoming? (Please select up to 3) - Ranked Responses

Option	Count
Benefits - Retirement	2,415 (56%)
Stability	2,299 (53%)
Benefits - Insurance	2,178 (50%)
Public Service	1,062 (24%)
Pay	1,060 (24%)
Benefits - Leave	1,029 (24%)
Workplace Environment (colleagues, customers, culture, mission, etc.)	829 (19%)
Flexibility (schedules, etc.)	740 (17%)
Opportunity for Advancement	602 (14%)
Other	185 (4%)

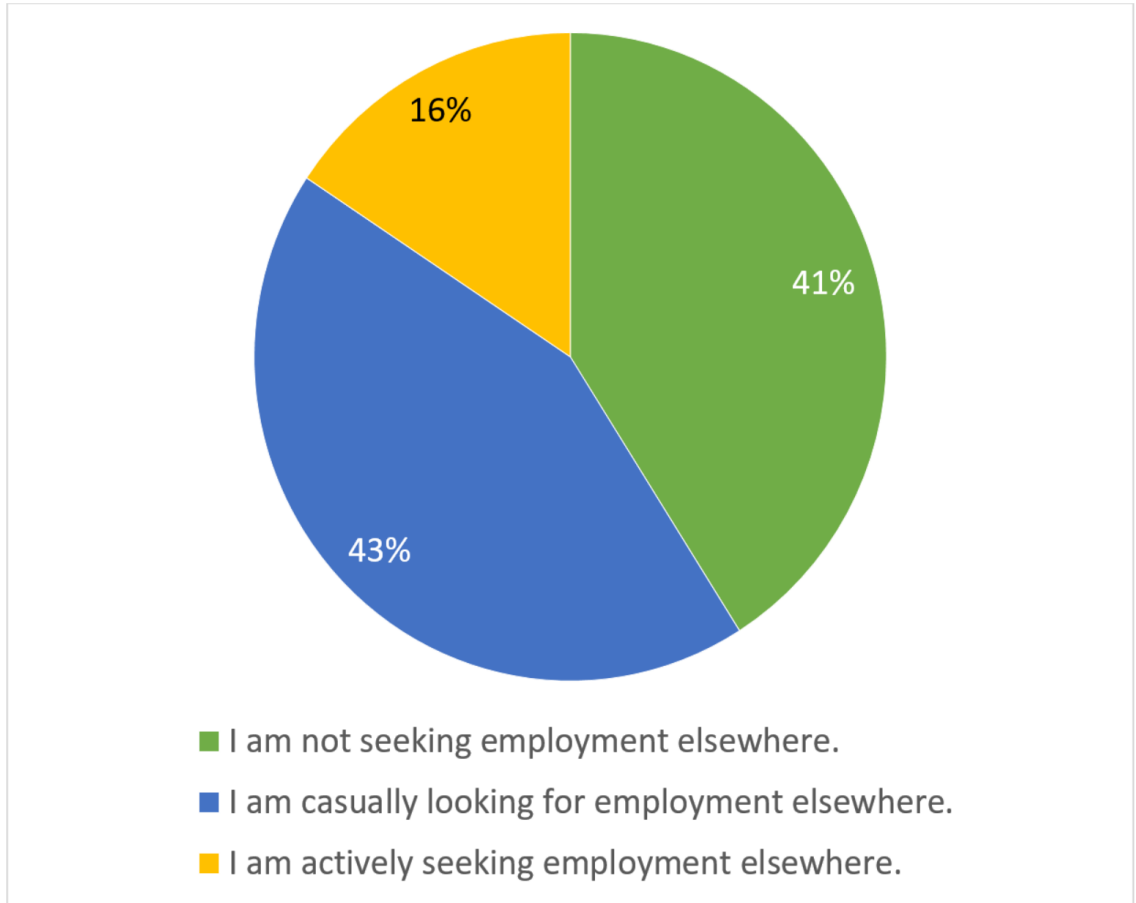
- Question - What keeps you working for the State of Wyoming? (Please select up to 3) - Ranked Responses

Option	Count
Benefits - Retirement	2,382 (55%)
Stability	1,894 (44%)
Benefits - Insurance	1,847 (43%)
Workplace Environment (colleagues, customers, culture, mission, etc.)	1,143 (26%)
Benefits - Leave	1,041 (24%)
Flexibility (schedules, etc.)	1,040 (24%)
Public Service	878 (20%)
Pay	759 (17%)
Opportunity for Advancement	317 (7%)
Other	114 (3%)

- Question - Does your current compensation plan support you and/or your family? (Please select all that apply)



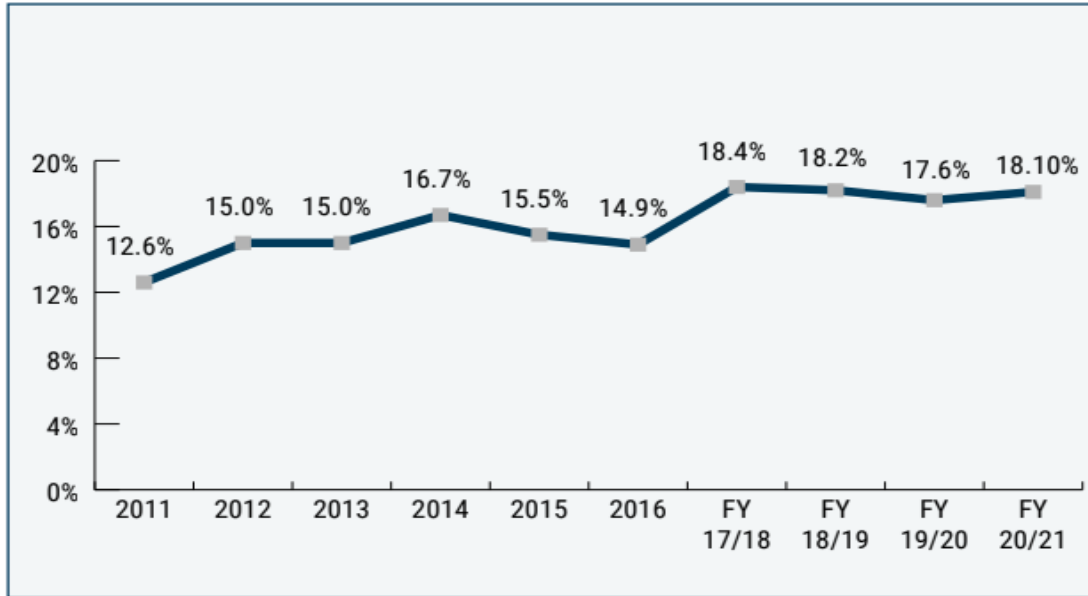
- Question - How often do you seek employment elsewhere?



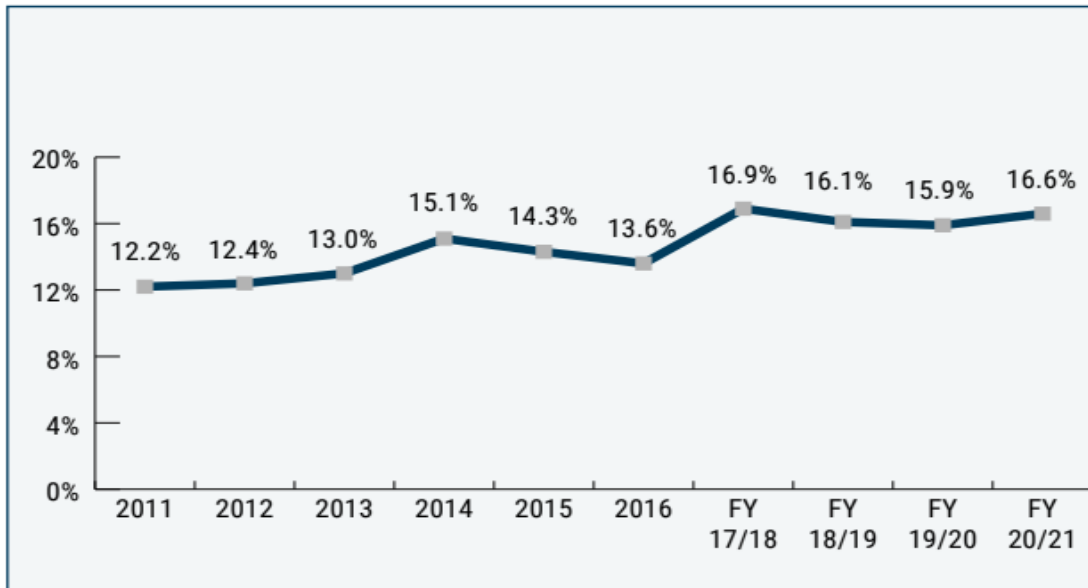
Turnover History

Illustrations pulled from the 2020-2021 State of Wyoming Workforce Report measuring turnover from July 1, 2020 - June 30, 2021.

10-Year History Total Turnover (Including Transfers)



10-Year History Total Turnover (Excluding Transfers)



Retirement History

Plan	2017	2018	2019	2020	2021 (thru Oct 21)	Total
Public Employee Tier 1	318	300	329	251	225	1423
Public Employee Tier 2	2	7	11	13	10	43
Law Enforcement	20	14	15	17	7	73
Air Guard Firefighter	1	1	2	3	2	9
Warden Patrol and DCI	16	11	14	11	14	66
Total	357	333	371	295	258	1614

* Includes those who left state employment, left their money on deposit and came back for a benefit at a later date

* Does not include Deceased

* Does not include Survivors

Health Insurance Analysis - State Comparison

Active Single Percent of Employer Contribution for Health Insurance

- Wyoming 82% employer contribution
- 27 states with greater than 82% employer contribution
- 12 states with less than 82% employer contribution

Active Single Employee Contribution for Health Insurance

- Wyoming single employee contribution \$189.30
- 43 states with less than Wyoming's \$189.30 employee contribution
- 3 states with more than Wyoming's \$189.30 employee contribution

State Contribution for Retiree Coverage

- Wyoming subsidizes premiums \$11.50 per year of service or \$5.75 per year of service if Medicare eligible
- 36 states provide employer contributions for retiree coverage (up to 100%)
- 10 states do not provide employer contributions for retiree coverage

Active Single Deductible Health Insurance

- Wyoming has a \$900 deductible plan
- 90% of the states have a lower deductible plan
- 10% of the state have a higher deductible plan

State of Wyoming Compensation Methodology

1. Respond to survey requests. Numerous requests are received each year asking the State to provide actual salary information. Each survey request provides a list of job titles and job descriptions that HRD matches to a State of Wyoming title and description. Only salary information for jobs that match 80% of both descriptions is provided. Some of these requests come from entities that provide composite data in return that is used to conduct the market analysis. Below is a list of the compensation surveys used in the analysis.

National Compensation Association of State Governments (NCASG) – NCASG is a national organization composed of state government human resource professionals. Their mission is to provide a forum for compensation professionals from member states to exchange information, professional expertise, and knowledge related to the compensation of state government employees. Annually, NCASG conducts a compensation survey that collects salary data from member states for a variety of jobs found in state governments.

Employers Council – Employer’s Council serves employers of all sizes in the public and private sectors. Since 1939, their collective power of over 4,000 employers has enabled them to offer a depth of expertise. Their extensive database offers wage survey data on more than 400 jobs and employer practices (combined public and private sector data) to assist in the benchmarking process.

Economic Research Institute (ERI) – ERI Economic Research Institute was founded over 30 years ago to provide compensation applications for private and public organizations. ERI compiles robust salary, cost of living, and executive compensation for more than 1,100 industry sectors, spanning 11,000 jobs in 9,000 different locations. They collect their salary survey data from internal surveys, third party surveys, salary surveys, and public sector sources to calculate geographic salary differentials and assist with compensation planning.

National Business Aviation Association (NBAA) – Pro Pilot Salary Study This survey is widely used among the aviation community in comparing salaries for positions dealing with aircraft. The survey specifies the going rate for a pilot by position and by type of aircraft.

Compdata- Compdata is a national compensation survey data and consulting firm. Compdata has one of the largest and most comprehensive databases of current compensation information, collecting data from approximately 34,000 organizations. Compdata produces salary survey data annually.

PayScale - PayScale is a compensation software tool that combines with employer sourced compensation data to allow organizations to do more with their compensation data and salary surveys. PayScale pioneered the use of big data to reveal market pay trends and insights related to pay equity and hiring best practices; their survey library comprises 1,100 employers and 4,000 different jobs.

- Conduct the market analysis. Once the survey results are received, relevant data cuts are identified. Survey data covers both public and private entities. Only data from comparator states (listed below) are utilized in the market analysis.

Comparator States – Arizona, Colorado, Idaho, Montana, Nebraska, Nevada, New Mexico, North Dakota, South Dakota, Oregon, Utah, Washington.

Once benchmarked jobs and relevant data cuts have been identified, they are compiled and averaged to create a composite median for the benchmark. All class codes are assigned a specific pay grade based on the Hay Evaluation Method. Medians in each grade are averaged to identify a market average. A regression analysis is run to calculate midpoints for each grade. This is done separately for each pay table: Attorney, Executive, Nursing, Highway Patrol and Criminal Investigation (HPCI), and General. Once midpoints are identified, the minimum and maximum of the pay ranges can be calculated. The standard is that the minimum is 20% below MPP and the maximum is 20% above MPP. A percent change and market lag can then be calculated and this new data can then be compared to previous market data or current pay tables.

2017 Pay Tables vs. 2020 Pay Tables

	Current Pay Table					Proposed Pay Table			
	Salary Range	Min	MPP	Max		Salary Range	Min	MPP	Max
HPCI Pay Table	HJ	\$20.04	\$25.83	\$31.00		HJ	\$23.42	\$29.28	\$35.14
	HL	\$23.86	\$30.75	\$36.90		HL	\$25.84	\$32.30	\$38.76
	HM	\$26.04	\$33.55	\$40.26		HM	\$28.51	\$35.64	\$42.77
	HN	\$28.41	\$36.61	\$43.93		HN	\$31.45	\$39.31	\$47.17
	HO	\$31.00	\$39.94	\$47.93		HO	\$34.70	\$43.37	\$52.04
	HP	\$33.82	\$43.58	\$52.30		HP	\$38.27	\$47.84	\$57.41
	HQ	\$36.90	\$47.55	\$57.06		HQ	\$42.22	\$52.78	\$63.34
	HR	\$40.26	\$51.88	\$62.26		HR	\$46.58	\$58.22	\$69.86
	HS	\$43.93	\$56.61	\$67.93		HS	\$51.38	\$64.23	\$77.08
	HU	\$52.30	\$67.39	\$80.87		HU	\$56.68	\$70.85	\$85.02
Nursing Pay Table	NI	\$18.30	\$23.59	\$28.30		NI	\$22.79	\$28.49	\$34.19
	NL	\$24.08	\$31.03	\$37.23		NL	\$25.78	\$32.22	\$38.66
	NN	\$28.91	\$37.25	\$44.70		NN	\$29.14	\$36.43	\$43.72
	NO	\$31.67	\$40.81	\$48.98		NO	\$32.95	\$41.19	\$49.43
	NP	\$34.70	\$44.72	\$53.67		NP	\$37.26	\$46.57	\$55.88
	NR	\$41.66	\$53.69	\$64.43		NR	\$42.13	\$52.66	\$63.19
	NS	\$45.65	\$58.83	\$70.60		NS	\$47.63	\$59.54	\$71.45
Attorney Pay Table	AT01	\$27.92	\$35.98	\$43.18		AT01	\$26.65	\$33.31	\$39.97
	AT02	\$30.51	\$39.32	\$47.18		AT02	\$32.56	\$40.70	\$48.84
	AT03	\$33.34	\$42.97	\$51.56		AT03	\$39.78	\$49.72	\$59.66
	AT04	\$36.43	\$46.95	\$56.34		AT04	\$48.59	\$60.74	\$72.89
	AT05	\$43.51	\$56.07	\$67.28		AT05	\$59.36	\$74.20	\$89.04

	Current Pay Table					Proposed Pay Table			
	Salary Range	Min	MPP	Max		Salary Range	Min	MPP	Max
General Pay Table	C	\$10.52	\$13.56	\$16.28		C	\$11.57	\$14.46	\$17.35
	D	\$11.50	\$14.82	\$17.78		D	\$12.61	\$15.76	\$18.91
	E	\$12.57	\$16.20	\$19.43		E	\$13.74	\$17.17	\$20.60
	F	\$13.73	\$17.70	\$21.24		F	\$14.97	\$18.71	\$22.45
	G	\$15.01	\$19.34	\$23.21		G	\$16.31	\$20.39	\$24.47
	H	\$16.40	\$21.13	\$25.36		H	\$17.78	\$22.22	\$26.66
	I	\$17.92	\$23.09	\$27.71		I	\$19.38	\$24.22	\$29.06
	J	\$19.58	\$25.23	\$30.28		J	\$21.11	\$26.39	\$31.67
	K	\$21.40	\$27.58	\$33.09		K	\$23.01	\$28.76	\$34.51
	L	\$23.38	\$30.13	\$36.16		L	\$25.07	\$31.34	\$37.61
	M	\$25.55	\$32.93	\$39.51		M	\$27.33	\$34.16	\$40.99
	N	\$27.92	\$35.98	\$43.18		N	\$29.78	\$37.22	\$44.66
	O	\$30.51	\$39.32	\$47.18		O	\$32.45	\$40.56	\$48.67
	P	\$33.34	\$42.97	\$51.56		P	\$35.36	\$44.20	\$53.04
	Q	\$36.43	\$46.95	\$56.34		Q	\$38.54	\$48.17	\$57.80
	R	\$39.81	\$51.31	\$61.57		R	\$42.00	\$52.50	\$63.00
	S	\$43.51	\$56.07	\$67.28		S	\$45.77	\$57.21	\$68.65
	T	\$47.54	\$61.27	\$73.52		T	\$49.87	\$62.34	\$74.81
	U	\$51.95	\$66.95	\$80.34		U	\$54.35	\$67.94	\$81.53
W	\$57.77	\$74.45	\$89.34		W	\$59.23	\$74.04	\$88.85	
Executive Pay Table	EX03	\$13.73	\$17.70	\$21.24		EX03	\$18.06	\$22.57	\$27.08
	EX04	\$15.01	\$19.34	\$23.21		EX04	\$19.68	\$24.60	\$29.52
	EX05	\$16.40	\$21.13	\$25.36		EX05	\$21.46	\$26.82	\$32.18
	EX06	\$19.58	\$25.23	\$30.28		EX06	\$23.39	\$29.24	\$35.09
	EX07	\$21.40	\$27.58	\$33.09		EX07	\$25.50	\$31.87	\$38.24
	EX08	\$23.38	\$30.13	\$36.16		EX08	\$27.80	\$34.75	\$41.70
	EX09	\$25.55	\$32.93	\$39.51		EX09	\$30.30	\$37.88	\$45.46
	EX10	\$27.92	\$35.98	\$43.18		EX10	\$33.03	\$41.29	\$49.55
	EX11	\$33.34	\$42.97	\$51.56		EX11	\$36.01	\$45.01	\$54.01
	EX12	\$36.43	\$46.95	\$56.34		EX12	\$39.26	\$49.07	\$58.88
	EX13	\$39.81	\$51.31	\$61.57		EX13	\$42.79	\$53.49	\$64.19
	EX14	\$43.51	\$56.07	\$67.28		EX14	\$46.65	\$58.31	\$69.97
	EX15	\$51.95	\$66.95	\$80.34		EX15	\$50.86	\$63.57	\$76.28
	EX16	\$56.77	\$73.16	\$87.79		EX16	\$55.43	\$69.29	\$83.15
	EX17	\$62.04	\$79.94	\$95.93		EX17	\$60.43	\$75.54	\$90.65
	EX18	\$67.79	\$87.36	\$104.83		EX18	\$65.88	\$82.35	\$98.82
	EX19	\$74.08	\$95.46	\$114.55		EX19	\$71.82	\$89.77	\$107.72

The minimum in the Current Pay Table is 23% below the 2017 MPP. Over 11% (869 employees) of the workforce is currently paid below the standard minimum.

Current 2017 Market

Years of Service	Compa <80%	Compa 80%-85%	Compa 85%-90%	Compa 90%-95%	Compa 95%-100%	Compa 100%-105%	Compa 105%-110%	Compa 110%-115%	Compa 115%-120%	Compa 120%+
0-4	555	926	648	525	247	33	11	3	4	17
5-9	190	380	420	214	180	35	7	5	1	4
10-14	67	249	438	214	153	67	9	2	1	6
15-19	38	167	318	163	94	59	21	7	3	2
20-24	19	83	187	114	68	42	10	6	3	1
25-29	4	45	112	67	50	21	15	4	2	1
30-34	8	26	73	53	24	18	3	3	1	1
35-39	7	18	42	23	11	4	3	0	2	0
40+	1	4	14	9	4	1	0	2	2	0
Total										

Proposed 2020 Market

Years of Service	Compa <80%	Compa 80%-85%	Compa 85%-90%	Compa 90%-95%	Compa 95%-100%	Compa 100%-105%	Compa 105%-110%	Compa 110%-115%	Compa 115%-120%	Compa 120%+
0-4	1217	795	620	200	82	27	4	6	4	14
5-9	416	515	252	179	50	13	6	2	2	5
10-14	168	535	238	171	73	12	3	0	3	6
15-19	94	376	187	103	75	21	11	2	2	1
20-24	50	210	114	88	48	17	6	2	1	0
25-29	10	118	76	58	28	22	3	2	0	1
30-34	11	80	51	38	20	4	4	0	2	0
35-39	12	45	26	17	4	2	2	2	0	0
40+	2	15	8	7	1	0	2	2	0	0

- Run a cost analysis. The first meaningful statistic is the percentage of the workforce that would be affected by the new minimum and the cost to move those employees to the new minimum. Moving employees at the bottom of the range without accounting for time and service of current employees not affected by the minimum move creates compression. To avoid this, it is a best practice to consider options that benefit a higher percentage of the workforce.

Proposed Compensation Adjustment

- Step 1 – Adjust pay tables based on the 2020 market. This includes adjusting all three values found within a pay range (Minimum, MPP, and Maximum). Employees whose current pay rate falls below the proposed minimum must receive a pay adjustment bringing their pay rate up to the new minimum of the pay range.
- Step 2 – Provide a pay adjustment to employees based on the below merit matrix. This matrix considers both performance and how far an employee is behind market. High performers who are furthest behind the market receive the largest pay adjustment. This matrix affects 92% of the classified workforce. The average base pay increase after matrix implementation is 4.95%.

		7	6	5	4	3	2	1
		MIN ----- MPP ----- MAX						
	Overall Performance Score	Min to 10th Percentile COMPA: <85%	10th to 25th Percentile COMPA: 85%-90%	25th to 50th Percentile COMPA: 90%-100%	50th to 75th Percentile COMPA: 100%-110%	75th to 90th Percentile COMPA: 110%-115%	90th Percentile to Max COMPA: 115%-120%	Over Max
14	Superior (3.8 - 4.0)	7.35%	7.00%	6.65%	6.30%	5.95%	5.60%	
13	Superior (3.6 - 3.8)	7.00%	6.65%	6.30%	5.95%	5.60%	5.25%	
12	Superior (3.5)	6.65%	6.30%	5.95%	5.60%	5.25%	4.90%	
11	Commendable (3.2 - 3.4)	6.30%	5.95%	5.60%	5.25%	4.90%	4.55%	
10	Commendable (2.9 - 3.1)	5.95%	5.60%	5.25%	4.90%	4.55%	4.20%	
9	Commendable (2.6 - 2.8)	5.60%	5.25%	4.90%	4.55%	4.20%	3.85%	
8	Commendable (2.4 - 2.5)	5.25%	4.90%	4.55%	4.20%	3.85%	3.50%	
7	Meets Expectation (2.1 - 2.3)	4.90%	4.55%	4.20%	3.85%	3.50%	3.15%	
6	Meets Expectation (1.8 - 2.0)	4.55%	4.20%	3.85%	3.50%	3.15%	2.80%	
5	Meets Expectation (1.5 - 1.7)	4.20%	3.85%	3.50%	3.15%	2.80%	2.45%	
4	Growth Necessary (1.2 - 1.4)	3.85%	3.50%	3.15%	2.80%	2.45%	2.10%	
3	Growth Necessary (1.0 - 1.2)	3.50%	3.15%	2.80%	2.45%	2.10%	1.75%	
2	Growth Necessary (.5 - .8)	3.15%	2.80%	2.45%	2.10%	1.75%	1.40%	
1	Growth Necessary (.5 - 1.4)	2.80%	2.45%	2.10%	0.00%	0.00%	0.00%	0.00%
0	Unsatisfactory (0 - 0.4)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Examples

- Employee 1 is a TDBG05, pay grade H, who received a 2.2 overall score on their last performance evaluation of Meets Expectation. Their August 2021 rate of pay is \$17.70 which is below the 2020 proposed minimum. The first step is to move their base pay to the new minimum of pay grade H at \$17.78. This puts their compa ratio at 80%, and their actual pay in the minimum to 10th percentile. On the matrix, find the column with 80% compa and find the row that coincides with a 2.2 PMI score; row 7, column 7. This employee's raise from the new minimum will be 4.9% for a new hourly rate of \$18.65.
- Employee 2 is a BAAS06, pay grade I, who received a 3.5 overall score on their last performance evaluation of Superior. Their August 2021 rate of pay is \$19.48 which is above the 2020 proposed minimum. This puts their compa ratio at 80.4%, and their actual pay in the minimum to 10th percentile. On the matrix, find the column with 80% compa and find the row that coincides with a 3.5 PMI score; row 7, column 12. This employee's raise will be 6.65% for a new hourly rate of \$20.78.
- Employee 3 is a FIAC07, pay grade J, who received a 2 overall score on their last performance evaluation of Meets Expectation. Their August 2021 rate of pay is \$23.76 which is above the 2020 proposed minimum. This puts their compa ratio at 90% and their actual pay in the 25th-50th percentile. On the matrix, find the column with 90% compa ratio and find the row that coincides with a 2 PMI score; row 6, column 5. This employee's raise will be 3.85% for a new hourly rate of \$24.68.

Executive Branch Overview

- Employee Count: 7,684 classified employees (August 2021)
- Vacancy Count: 1,054 classified vacancies (October 2021)

Turnover

- 18.1% (including transfers from June 2020- July 2021)
- 16.6% (excluding transfers from June 2020-July 2021)
- 36.0% (including transfers from June 2019-July 2021)
- 32.1% (excluding transfers from June 2019-July 2021)

Recruitment

- Top 5 Longest to Fill Class Codes from July 1, 2020 - June 30, 2021

Class Code	Average Days to Fill
HSHP09	356
PIMM09	353
HSNP12	269
PSHP07	248
PSFF04	228

According to the 2020-2021 State of Wyoming Workforce Report, the State received 41,757 applications from July 1, 2020 - June 30, 2021. This was 15,836 applications less than what was received the prior fiscal year.

Compensation

- Compa Ratio: 88.2% (2017 Market) vs. 84.4% (2020 Market)
- Compa Ratio Summary by Length of Service

Length of Service	Average Compa Ratio (2017 Market)	Average Compa Ratio (2020 Market)
Less than 5 years	86.2%	82.5%
5-10 years	87.5%	83.8%
10-20 years	89.4%	85.7%
More than 20 years	91.0%	87.5%

- Compa Ratio Summary by Class Code

Class Code	Average Compa Ratio (2017 Market)	Average Compa Ratio (2020 Market)
ATHE04	99.5%	76.9%
ATLA12	91.9%	89.4%
ATMA01	97.7%	75.5%
ATMA02	90.7%	68.5%
ATPA01	82.1%	88.7%
ATPA02	86.6%	83.7%
ATPA03	89.4%	77.3%
ATPA04	97.1%	75.0%
ATPA05	89.6%	67.7%
BAAS03	83.5%	78.8%
BAAS04	88.0%	83.3%
BAAS05	83.9%	79.5%
BAAS06	85.2%	81.3%
BAAS07	88.8%	84.9%
BABO08	90.8%	87.1%
BABO09	89.3%	85.9%
BABO10	85.6%	82.8%
BABO11	88.0%	85.3%
BABO12	94.4%	91.8%
BABO13	89.9%	87.6%
BACA07	100.6%	96.2%
BACA08	79.5%	76.3%
BADC06	86.6%	82.6%
BADL06	80.3%	76.6%
BADL07	82.3%	78.7%
BADL08	82.3%	78.9%
BADL11	82.6%	80.1%
BADL13	82.6%	80.7%
BADS05	82.8%	78.8%
BADS06	80.8%	77.1%
BADS07	83.1%	79.5%
BADS10	90.6%	87.6%
BADT07	85.4%	81.7%
BAED12	112.0%	108.9%
BAGC07	89.9%	85.9%
BAGC08	89.2%	85.5%

Class Code	Average Compa Ratio (2017 Market)	Average Compa Ratio (2020 Market)
FIWH05	87.8%	83.3%
FIWH08	83.3%	79.9%
FIWH09	84.6%	81.5%
FIWH11	85.7%	83.1%
FWFC08	82.5%	79.1%
FWFC09	85.1%	81.8%
FWFC11	86.0%	83.4%
FWGP11	91.7%	88.9%
FWGW08	81.8%	78.4%
FWGW10	84.3%	81.5%
FWGW11	93.3%	90.5%
FWMG11	93.1%	90.3%
FWMG12	95.6%	92.9%
FWMG13	87.5%	85.5%
FWMG14	90.5%	88.7%
FWMG15	91.4%	89.9%
FWMG16	95.1%	93.7%
FWVT13	78.7%	76.9%
FWVT14	77.6%	76.0%
FWWB08	85.7%	82.2%
FWWB09	83.0%	80.0%
FWWB10	84.6%	81.8%
FWWB11	86.5%	83.8%
GOAS01	149.4%	117.2%
GOAS03	127.9%	100.7%
GOAS04	104.0%	90.0%
GOAS05	107.0%	93.0%
HSDE06	110.3%	105.8%
HSDO13	154.0%	150.9%
HSEP09	87.3%	84.1%
HSEP10	88.0%	85.0%
HSEP12	106.4%	103.4%
HSHC04	95.0%	89.9%
HSHC06	80.4%	76.6%
HSHP08	89.8%	86.1%
HSHP09	91.4%	88.1%

BAGC09	85.4%	82.3%
BAGC10	87.9%	85.0%
BAGC11	91.6%	88.8%
BALG07	91.8%	87.8%
BALG08	89.4%	85.7%
BALG09	86.0%	83.0%
BALG12	88.6%	86.1%
BALS08	88.6%	85.0%
BAMR03	84.2%	79.4%
BAMR04	90.1%	85.2%
BAMR05	85.2%	80.8%
BAMR07	82.2%	78.8%
BAPM09	90.6%	87.3%
BAPM10	88.6%	85.7%
BAPM11	91.7%	88.9%
BAPM12	87.3%	84.8%
BAPP05	86.7%	82.4%
BAPP07	94.7%	90.6%
BAPP09	86.5%	83.4%
BAPS07	89.9%	85.9%
BAPS09	86.1%	83.0%
BAPS10	87.5%	84.6%
BAPS11	94.7%	91.8%
BAPS12	87.9%	85.5%
BAPS13	98.7%	96.2%
BARD03	85.1%	80.3%
BARD05	86.9%	82.4%
BARD06	79.4%	75.7%
BARD07	88.9%	85.0%
BARD08	83.1%	79.9%
BARD09	86.7%	83.6%
BARD10	85.8%	83.0%
BARD11	82.9%	80.4%
BARM08	88.7%	85.0%
BARM10	95.2%	92.0%
BEBP06	81.1%	77.3%
BEBP07	90.3%	86.3%
BEBP08	88.9%	85.5%
BEBP09	82.2%	79.3%
BEBP10	84.9%	82.1%
BEBP11	91.7%	88.9%
BEBP12	83.4%	81.1%

HSHP10	87.0%	84.1%
HSHP11	87.2%	84.5%
HSHP12	87.9%	85.4%
HSHS04	92.0%	87.0%
HSHS05	96.5%	91.5%
HSHS08	84.1%	80.8%
HSHS09	84.7%	81.6%
HSNP12	112.7%	109.6%
HSNU06	90.5%	75.0%
HSNU08	90.4%	87.1%
HSNU10	94.9%	97.1%
HSNU11	88.5%	87.7%
HSNU12	90.3%	86.7%
HSNU14	79.2%	78.3%
HSOT07	84.2%	80.5%
HSOT09	98.1%	94.6%
HSPH11	124.2%	120.4%
HSPH12	122.8%	119.3%
HSPS13	281.6%	274.5%
HSPT07	88.8%	84.9%
HSPT09	124.8%	120.3%
HSPY11	88.0%	85.3%
HSPY12	94.6%	91.9%
HSRA07	86.0%	82.3%
HSRA09	83.8%	80.6%
HSRD09	88.6%	85.5%
HSRT06	117.2%	111.4%
HSSL05	84.5%	80.2%
HSSL08	85.5%	82.2%
HSSL09	82.3%	79.4%
HSSL10	84.9%	82.1%
HSSL11	84.6%	82.0%
HSSL12	82.2%	80.2%
HSSL13	82.0%	80.1%
HSSL14	90.0%	88.2%
HSST09	90.5%	87.2%
ININ07	96.5%	92.2%
ININ08	87.2%	83.6%
ININ09	87.2%	84.1%
ININ11	85.9%	83.3%
INMI11	95.4%	92.5%
INOS08	95.0%	91.1%

BEDD07	82.7%	79.0%
BEDD08	81.2%	77.8%
BEDD09	93.4%	90.1%
BEDD11	92.7%	89.9%
BEDD13	83.1%	81.2%
BEQA07	90.9%	86.9%
BEQA08	85.0%	81.7%
BEQA09	83.8%	80.8%
BEQA10	85.5%	82.6%
BEQA12	91.2%	88.6%
BEWC07	86.9%	83.1%
BEWC08	88.2%	84.8%
BEWC10	94.3%	91.2%
BEWC12	90.0%	87.4%
COAW12	87.3%	84.8%
COCB10	92.6%	89.5%
COC109	85.5%	82.4%
COC110	85.8%	83.0%
COC111	85.0%	82.4%
COC112	88.1%	85.6%
COCP09	83.2%	80.2%
COCP10	86.0%	83.1%
COCP11	88.3%	85.6%
COCP12	89.9%	87.6%
COPR05	93.5%	88.9%
COPR06	94.2%	89.8%
COPR08	88.1%	84.7%
COPR09	87.8%	84.6%
COPR11	88.4%	85.7%
COPR12	84.0%	81.7%
COPR13	83.0%	81.1%
CRAR08	82.3%	78.9%
CRAR10	79.5%	76.9%
CRAR11	93.1%	90.2%
CRAR12	84.8%	82.4%
CRAR15	77.6%	76.0%
CRCR08	88.9%	85.3%
CRCR10	84.0%	81.2%
CRCR12	83.7%	81.3%
CRLI08	86.8%	83.2%
CRLI09	88.9%	85.5%
CRLI10	82.9%	80.2%

INOS09	92.2%	88.9%
INOS10	98.8%	95.5%
INOS11	96.4%	93.4%
INOS13	97.5%	95.2%
ISFS01	83.0%	77.9%
ISFS05	84.3%	79.9%
ISFS08	83.8%	80.3%
ISFS09	82.6%	79.6%
ISHK01	85.6%	80.4%
ISHK06	87.8%	83.5%
LRAP09	89.5%	86.3%
LRAP10	90.1%	87.1%
LRLM06	85.5%	81.5%
LRLM07	84.2%	80.6%
LRLM08	89.4%	85.7%
LRLM09	89.0%	85.8%
LRLM10	99.7%	96.4%
LRLM11	105.8%	102.5%
LRLM13	87.2%	85.2%
LRRP10	94.6%	91.5%
LRSU10	90.4%	87.4%
LRSU11	90.4%	87.6%
PIMM05	121.4%	115.1%
PIMM08	90.6%	86.8%
PIMM09	90.4%	87.2%
PIMM10	86.8%	83.9%
PIPR07	81.6%	78.1%
PIPR08	91.6%	87.8%
PIPR09	88.7%	85.5%
PIPR10	88.7%	85.7%
PIPR13	80.6%	78.8%
PSAI09	92.9%	87.4%
PSAI10	98.7%	91.9%
PSAI11	98.7%	90.9%
PSAI12	93.4%	84.2%
PSCI09	93.3%	87.8%
PSCI10	96.3%	89.6%
PSCI11	93.4%	86.0%
PSCJ07	89.1%	85.2%
PSCJ08	84.4%	81.1%
PSCJ10	95.0%	91.8%
PSDI04	86.5%	81.9%

CRPA03	82.2%	77.7%
CRPA05	87.9%	83.6%
CRPA08	87.1%	83.8%
CRPA09	84.7%	81.6%
CRPA10	88.3%	85.3%
CRPA11	83.0%	80.5%
CRPA12	81.8%	79.5%
CRPT08	87.5%	83.9%
CRPT09	83.4%	80.4%
CRPT12	84.1%	81.7%
CTBA07	91.9%	87.8%
CTBA08	90.5%	87.0%
CTBA09	89.9%	86.7%
CTBA10	93.0%	89.9%
CTEM11	92.7%	89.9%
CTEM14	80.0%	78.4%
CTMG10	89.7%	86.7%
CTMG11	95.9%	93.0%
CTMG12	92.3%	89.7%
CTMG14	84.2%	82.5%
CTSD08	82.9%	79.7%
CTSD09	84.1%	81.1%
CTSD10	88.0%	85.1%
CTSS07	84.4%	80.7%
CTSS08	84.7%	81.4%
CTSS09	85.6%	82.5%
CTSS10	84.1%	81.3%
CTST07	86.1%	82.3%
CTST08	87.1%	83.8%
CTST09	86.2%	83.1%
CTST10	89.2%	86.2%
CTSU07	84.3%	80.6%
CTSU08	83.6%	80.3%
CTSU09	86.0%	82.9%
CTSY07	79.3%	75.8%
CTSY08	84.5%	81.2%
CTSY09	81.5%	78.5%
CTSY10	95.2%	92.0%
CTTA08	81.3%	78.2%
CTTA09	84.2%	81.1%
CTTA10	85.6%	82.7%
EHAH11	85.7%	83.0%

PSDI06	93.0%	88.7%
PSDI07	99.9%	95.5%
PSDI08	93.8%	89.9%
PSDI10	84.0%	81.2%
PSDI11	92.7%	89.9%
PSEP07	102.4%	97.9%
PSEP08	97.7%	93.7%
PSEP09	86.0%	82.9%
PSEP10	90.0%	87.0%
PSEP11	85.3%	82.7%
PSEP14	79.3%	77.7%
PSES07	78.1%	74.9%
PSES08	83.6%	80.4%
PSES11	79.7%	77.3%
PSFC06	90.6%	86.4%
PSFC08	89.0%	85.3%
PSFC09	86.5%	83.4%
PSFC10	96.5%	93.3%
PSFC12	97.1%	94.4%
PSFF04	82.7%	78.5%
PSFF05	89.8%	85.4%
PSFF07	85.2%	81.5%
PSFF09	85.3%	82.2%
PSFF10	106.0%	102.5%
PSFI07	88.3%	84.4%
PSHM09	107.1%	100.8%
PSHM11	95.3%	87.8%
PSHM12	102.5%	93.4%
PSHM14	91.7%	80.8%
PSHM16	83.0%	78.9%
PSHP07	82.6%	72.8%
PSHP08	96.5%	91.8%
PSHP09	99.0%	93.2%
PSIA09	85.8%	82.5%
PSIN09	84.9%	81.6%
PSIN10	90.7%	87.7%
PSIN11	111.3%	107.9%
PSPE04	81.1%	76.9%
PSPE05	86.5%	82.3%
PSPE06	94.6%	90.2%
PSPE07	89.7%	85.8%
PSPE08	95.0%	91.1%

EHAH12	86.1%	83.7%
EHAH13	93.1%	90.8%
EHAH14	90.3%	88.2%
EBBH08	93.3%	89.4%
EBBH10	88.7%	85.8%
EHCH09	80.6%	77.7%
EHCH10	94.3%	91.2%
EHCH11	90.0%	87.2%
EHCH12	92.0%	89.4%
EHCH14	95.1%	93.0%
EHEM07	82.0%	78.4%
EHEM09	92.8%	89.5%
EHEM12	90.0%	87.5%
EHGH06	90.6%	86.3%
EHGH07	88.2%	84.4%
EHGH08	89.4%	85.7%
EHGH09	88.9%	85.5%
EHGH10	87.3%	84.2%
EHLS09	87.1%	83.7%
EHLS10	91.3%	88.3%
EHLS12	85.9%	83.6%
ENAG07	83.8%	80.1%
ENAG10	92.0%	88.7%
ENAG11	97.6%	94.7%
ENAG12	92.7%	90.2%
ENEG08	82.5%	79.1%
ENEG09	87.6%	84.4%
ENEG10	90.8%	87.8%
ENEG12	88.5%	86.1%
ENEG13	86.5%	84.4%
ENEG14	80.4%	78.8%
ENEG15	82.0%	80.6%
ENEG16	81.6%	80.4%
ENFC07	79.5%	76.3%
ENFC08	88.8%	85.4%
ENFC10	91.7%	88.7%
ENFD08	85.6%	82.3%
ENFD09	93.3%	89.9%
ENFM08	84.9%	81.6%
ENFM09	92.7%	89.3%
ENFM12	90.6%	88.1%
ENGE08	86.1%	82.6%

PSPE09	93.0%	89.7%
PSPE10	92.6%	89.5%
PSSA10	89.2%	83.0%
PSSA11	92.2%	84.9%
PSSA12	98.2%	89.5%
PSSA13	96.4%	85.9%
PSSG03	86.9%	82.2%
PSSG04	85.5%	81.1%
PSSG05	93.3%	88.7%
PSSG07	97.0%	93.0%
SOAP06	85.4%	81.5%
SOAP08	85.9%	82.4%
SOAP09	83.0%	80.0%
SOAP10	83.0%	80.2%
SOAP11	84.8%	82.2%
SOAP12	93.4%	90.8%
SOCP09	82.2%	79.3%
SOCP10	92.1%	89.1%
SOCW08	85.0%	81.5%
SOCW09	83.2%	80.2%
SOCW10	84.6%	81.8%
SOCW11	85.3%	82.7%
SOCW12	95.6%	93.0%
SOLC08	85.8%	82.3%
SOLC10	86.4%	83.6%
SOLC11	86.0%	83.4%
SOMC10	98.5%	100.7%
SOMC11	97.5%	96.7%
SORS10	84.4%	81.6%
SOSP03	81.9%	77.3%
SOSP08	80.5%	77.2%
SOSP09	84.7%	81.7%
SOSP10	82.4%	79.6%
SOSP11	84.7%	82.1%
SOSP12	82.5%	80.5%
SOVR09	80.1%	77.2%
SOVR10	87.4%	84.5%
SOVR11	83.1%	80.5%
SOVR12	86.4%	84.0%
SOVR13	79.5%	77.7%
SOVS07	84.1%	80.5%
SOVS08	92.3%	88.5%

ENGE09	83.5%	80.5%
ENGE10	88.6%	85.6%
ENGE11	86.5%	83.8%
ENGE12	89.8%	87.3%
ENGE13	88.2%	86.0%
ENGE14	79.6%	78.0%
ENGE15	81.7%	80.3%
ENGS07	88.2%	84.4%
ENGS08	89.2%	85.5%
ENNR06	88.6%	84.5%
ENNR08	84.9%	81.4%
ENNR09	87.4%	84.0%
ENNR10	90.3%	87.3%
ENNR11	95.1%	92.2%
ENNR13	86.1%	84.2%
ETCT05	88.5%	83.9%
ETCT09	81.7%	78.8%
ETCT10	83.6%	80.8%
ETCT11	90.6%	87.8%
ETEP08	88.1%	84.5%
ETEP09	84.4%	81.4%
ETEP10	89.7%	86.7%
ETEP11	95.0%	92.1%
ETEP12	96.0%	93.3%
ETIN07	91.0%	87.0%
ETIN08	90.9%	87.2%
ETIN09	99.8%	96.2%
ETIN10	87.2%	84.3%
ETIN11	87.6%	84.9%
ETVT04	91.0%	86.1%
ETVT07	85.5%	81.7%
ETVT08	86.3%	82.7%
ETVT10	84.8%	82.0%
EXMT01	99.3%	95.1%
EXMT02	103.7%	99.4%
EXMT03	97.8%	94.1%
EXMT04	92.6%	97.5%
EXMT05	85.7%	90.5%
EXMT06	86.2%	91.2%
EXMT07	79.3%	84.1%
EXMT08	84.2%	89.5%
EXOF03	109.7%	95.4%

SOVS09	84.7%	81.6%
SOVS10	82.5%	79.7%
SOYS03	85.1%	80.5%
SOYS04	87.6%	83.0%
SOYS05	89.9%	85.5%
SOYS06	85.6%	81.6%
SOYS07	87.2%	83.4%
SOYS09	83.6%	80.6%
TDAE07	89.0%	85.3%
TDAE10	106.8%	103.2%
TDBG01	88.1%	82.7%
TDBG03	86.4%	81.7%
TDBG05	84.6%	80.5%
TDBG07	90.6%	86.6%
TDBG08	88.5%	84.9%
TDBG10	85.4%	82.6%
TDBG11	90.0%	87.2%
TDBG12	93.6%	91.0%
TDCA05	86.7%	82.5%
TDCA07	91.6%	87.8%
TDEL08	85.2%	81.9%
TDEL09	82.3%	79.3%
TDEL10	77.6%	75.0%
TDEL11	86.0%	83.4%
TDFA06	94.5%	90.1%
TDFA07	90.8%	87.0%
TDFA10	88.6%	85.7%
TDHM06	88.8%	84.6%
TDHM07	93.7%	89.8%
TDHM09	91.7%	88.4%
TDHM10	89.1%	86.1%
TDHM11	94.4%	91.5%
TDHM12	94.5%	91.9%
TDHV05	95.3%	90.7%
TDHV07	86.7%	83.1%
TDHV08	90.9%	87.4%
TDME05	85.7%	81.5%
TDME07	85.3%	81.8%
TDME10	77.6%	75.0%
TDPL05	82.9%	78.8%
TDPL07	85.8%	82.3%
TDPL08	94.4%	90.8%

EXOF04	106.9%	93.1%
EXOF05	92.2%	88.0%
FIAC04	86.6%	81.9%
FIAC06	86.2%	82.0%
FIAC07	85.3%	81.6%
FIAC08	87.7%	84.1%
FIAC09	86.9%	83.5%
FIAC10	86.2%	83.4%
FIAC11	93.4%	90.6%
FIAC12	91.5%	89.0%
FIAC13	91.3%	89.0%
FIAC14	91.0%	89.2%
FIAP09	81.3%	78.4%
FIAP10	94.5%	91.4%
FIAU07	87.2%	83.3%
FIAU08	81.4%	78.1%
FIAU09	85.3%	82.0%
FIAU10	86.6%	83.7%
FIAU11	96.6%	93.6%
FIAU12	95.3%	92.6%
FIBD08	87.0%	83.4%
FIBD09	84.5%	81.3%
FIBD10	83.7%	80.9%
FIBD11	88.9%	86.2%
FIBD12	91.5%	88.9%
FIBD14	88.8%	87.0%
FIEC09	77.6%	74.6%
FIEC10	87.6%	84.7%
FIEC11	94.0%	91.1%
FIEC12	94.1%	91.5%
FIEC13	94.2%	91.8%
FIEX10	93.9%	90.8%
FIEX12	100.0%	97.2%
FIIE07	92.9%	88.8%
FIIE08	96.2%	92.3%
FIIE09	100.0%	96.1%
FIIE10	100.0%	96.7%
FIIN10	109.6%	105.9%
FIPU08	85.9%	82.4%
FIPU09	83.3%	80.3%
FIPU10	82.5%	79.7%
FIPU11	84.3%	81.7%

TDST04	98.2%	92.9%
TDST06	82.5%	78.9%
TDST08	85.5%	82.2%
TDST09	88.7%	85.5%
TDST10	85.0%	82.2%
TDST11	87.0%	84.3%
TDST12	80.2%	78.0%
TDST13	80.5%	78.6%
TNAU09	86.5%	83.4%
TNCF05	85.8%	81.6%
TNCF06	88.9%	84.8%
TNCF08	89.5%	86.1%
TNCF09	87.8%	84.7%
TNCM05	90.0%	85.6%
TNDE03	88.1%	83.1%
TNDE05	84.2%	80.1%
TNDE06	83.9%	80.0%
TNDE07	87.9%	84.1%
TNDE09	84.6%	81.5%
TNDO09	87.1%	84.0%
TNDR05	81.9%	77.9%
TNDR07	87.0%	83.2%
TNDR09	84.9%	81.9%
TNFD05	83.3%	79.2%
TNFD06	87.3%	83.2%
TNFD07	91.1%	87.1%
TNFD09	85.8%	82.7%
TNHM05	86.1%	81.8%
TNHM06	88.6%	84.5%
TNHM07	86.3%	82.7%
TNHM09	87.3%	84.1%
TNHM11	86.5%	83.8%
TNPI08	126.0%	121.2%
TNPI12	108.8%	105.7%
TNPS06	81.9%	78.1%
TNPS07	89.5%	85.5%
TNPS09	84.9%	81.9%
TNRW07	81.3%	77.7%
TNRW09	81.9%	78.9%
TNST07	92.7%	88.7%
TNST08	91.1%	87.6%
TNST09	86.0%	82.9%

FIPU12	90.6%	88.1%
FIST09	85.3%	82.0%
FIST10	89.1%	86.1%
FIST11	94.3%	91.4%
FIST12	92.1%	89.5%
FIST13	82.2%	80.3%
FITE07	83.1%	79.5%
FITE08	87.2%	83.6%
FITE09	85.4%	82.1%
FITE10	86.8%	83.9%
FITE11	85.6%	83.0%
FITE12	88.7%	86.2%
FIWH04	91.5%	86.6%

TNTM04	85.5%	80.8%
TNTM06	86.6%	82.5%
TNTM08	86.3%	82.7%
TNTM09	86.1%	83.0%
TNTO07	85.6%	81.8%
TNTO08	86.3%	83.0%
TNTO09	85.4%	82.4%
TNTO10	84.5%	81.7%
TNTO11	85.4%	82.8%
TNTO14	81.0%	79.4%
TNUL06	95.1%	90.7%
TNUL08	79.5%	76.2%
TNUL09	79.5%	76.7%

A complete list of class codes, associated job titles, and pay ranges can be found on A&I's website (<https://drive.google.com/file/d/13hOy4Yhdi4obnYT2NLbKiINi7XNJE1pL/view>).

- Top 5 Statewide Class Codes Behind 2020 Market (excluding attorneys)

Class Code	Job Title	Lag from 2020 Market
PSHP07	Highway Patrol Trooper I	37.65%
FIEC09	Economic Analyst	34.05%
HSNU06	LPN	33.72%
PSES07	Security Officer	33.58%
TDME10	Mechanic Supervisor	33.30%

Annual Impact of Proposed Compensation Adjustment

- Step 1: Estimated Cost with Benefits to Move to New Minimum

General	Federal	Other	Commission	Total
\$2,838,895	\$949,816	\$1,156,040	\$358,687	\$5,303,438

- Step 2: Estimated Cost with Benefits to Move to Matrix

General	Federal	Other	Commission	Total
\$11,880,473	\$3,062,773	\$5,988,467	\$6,353,710	\$27,285,373