

State of Wyoming Executive Branch Compensation Plan Summary

Updated October 2023



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Introduction

Problem: The State of Wyoming is experiencing historic difficulties in recruiting and retaining a sustainable workforce. One notable reason is the wage gap between state employees and the competitive labor market. The inability to recruit and retain employees will negatively impact services the public receives. .

Goal: Move employees as close as possible to current market pay.

Solution: Implement a statewide compensation plan spread over three phases. The first phase focused on retaining current staff. The second phase focused on continuing to move employees closer to the current market value while also putting an emphasis on recruiting and filling vacant positions. The third phase shall focus on developing a sustainable compensation model.

Phase I

Priority: Retention.

Legislative Action: SEA No. 12, Section 319 appropriated sixty-four million eight hundred thousand dollars (\$64,800,000.00) from the general fund for salary adjustments for the fiscal period commencing July 1, 2022, and ending June 30, 2024.

Included in this appropriation is thirty-seven million two hundred one thousand five hundred seven dollars (\$37,201,507.00) for distribution among select agencies within the executive branch.

Funds appropriated shall be consistent with employee performance and occupational market analysis as determined by the specified recipient entities.

Summary of Objective: Adjust pay tables to 2020 market pay figures and implement steps that move employees as quickly as possible through the pay range.

Steps:

1. Adjust pay tables to 2020 market pay figures. All employees whose current pay rate falls below the classification's new minimum shall receive a pay adjustment, bringing their pay rate up to the corresponding rate.
2. Implement a market merit matrix. The percent increase is determined by an employee's 2020-2021 performance evaluation and rate of pay as a percent of the new market rate.
3. Move employees in a classification assigned to pay grade C to a minimum of \$13.75/hour.
4. Move employees in a classification assigned to pay grade E to a minimum of \$14.75/hour.

Status: Completed July 1, 2022.

Employee Distribution Plan:

Steps	Yearly Allocation Cost (GF Only)
Move to Minimum	\$2,134,814
Implement Market Merit Matrix	\$14,564,490
Move Pay Grade C to \$13.75	\$196,199
Move Pay Grade E to \$14.75	\$78,112
Grand Total	\$16,973,615

Vacancy Distribution Plan:

Steps	Yearly Cost (GF Only)
Fund Eligible Vacancies to 83%	\$1,411,072

Total Distribution:

Total Allocation Received Per Year (GF Only)	\$18,600,754
Allocation to Employees (GF Only)	\$16,973,615
Allocation to Vacancies (GF Only)	\$1,411,072
Allocation Remaining after Distribution Plan (GF Only)	\$216,067
Allocation to for One-Time Bonuses (GF Only)	\$7,290
Allocation for Compression Issues with Managing Attorneys (GF Only)*	\$63,806
Allocation Remaining (GF Only)	\$144,971

Employee Results (All Funding Sources):

Average Increase after Matrix Step	6.8%
Average Increase after All Steps	7.9%
Average COMPA	90.7%

Phase II

Priority: Retention and Recruitment

Legislative Action: HEA No. 37, Section 310 provided up to eight million dollars (\$8,000,000.00) of flexibility in personnel services (100 series) for fiscal year 2024 for all executive branch state agencies only if the budgeted amount for all vacant positions funded with general funds is at least ninety percent (90%) of the market policy position for 2022.

In addition, HEA No. 37, Section 329 appropriated forty-eight million eight hundred fifty thousand dollars (\$48,850,000.00) from the general fund for salary adjustments for the fiscal period commencing July 1, 2023, and ending June 30, 2024.

Included in this appropriation is twenty-eight million fifty thousand three hundred thirty-six dollars (\$28,050,336.00) for distribution among select agencies within the executive branch.

Funds appropriated shall be distributed to employees and for vacant positions for salary and employer paid benefit increases consistent with employee performance and occupational market analysis as determined by the specified recipient entities.

Summary of Objective: Adjust pay tables to 2022 market pay figures and implement steps that move employees as quickly as possible through the pay range while also adjusting vacancy budgets so that agencies can provide competitive offers.

Steps:

1. Adjust pay tables to 2022 market pay figures. All employees whose current pay rate falls below the classification's new minimum shall receive a pay adjustment, bringing their pay rate up to the corresponding rate.
2. Implement a market merit matrix. The percent increase is determined by an employee's 2021-2022 performance evaluation and rate of pay as a percent of the new market rate.
3. Move employees to 90% of the new market rate.
4. Ensure employees receive an increase equal to or greater than \$300/month.
5. Move employees in a classification assigned to pay grade C to a minimum of \$15.50/hour.

Status: Completed July 1, 2023.

Employee Distribution Plan:

Steps	Yearly Allocation Cost (GF Only)
Move to Minimum	\$1,346,127
Implement Market Merit Matrix	\$19,472,493
All to 90%	\$3,644,174

All to \$300 Monthly	\$1,262,573
Move Pay Grade C to \$15.50	\$3,676
Grand Total	\$25,729,043

Vacancy Distribution Plan:

Steps	Allocation Cost (GF Only)	Section 310 Cost (GF Only)
Fund All Vacancies to 90%		≈3,000,000
Move Pay Grade C to \$15.50	\$91,376	

Total Distribution:

Total Allocation Received Per Year (GF Only)	\$28,050,336
Allocation to Employees (GF Only)	\$25,729,043
Allocation to Vacancies (GF Only)	\$91,376
Allocation Remaining after Distribution Plan (GF Only)	\$2,229,917
Allocation to Attorney Positions (GF Only)	\$1,325,693*
Allocation to Nursing Positions (GF Only)	\$894,200*
Allocation to Correctional Positions (GF Only)	\$10,024*

**A combined \$2,229,917 was provided to agencies with select occupations that remain in a critical state after the enterprise adjustments from Phase II - agencies will work with HRD to make additional adjustments.*

Employee Results (All Funding Sources):

Average Increase after Move to Min and Matrix Steps	7.9%
Average Increase after Distribution Plan	9.8%
Average COMPA	94.4%

Outcomes (Phase I and Phase II)

1. Provided substantial raises.

Phase I	Mean	7.9%
	Median	7.5%
	Mode	7.0%
	Range	45.6%
	Minimum	0.0%
	Maximum	45.6%
	Count	7009
Phase II	Mean	9.8%
	Median	9.0%
	Mode	8.7%
	Range	37.2%
	Minimum	0.2%
	Maximum	37.4%
	Count	7512

2. Reduced wage gap between state employees and current market.

	Average % of MPP (COMPA)	Average Employee Pay Rate (per month)
June 2022 Employee Pay vs. 2017 Market Data	88.3%	\$26.55
June 2022 Employee Pay vs. 2020 Market Data	84.4%	\$26.55
July 2022 Employee Pay vs. 2020 Market Data (after Phase I)	90.7%	\$28.46
June 2023 Employee Pay vs. 2022 Market Data	86.2%	\$29.10
July 2023 Employee Pay vs. 2022 Market Data (after Phase II)	94.4%	\$31.86

Occupational Group	Phase	Average % Increase after Phase	Average % of MPP (COMPA) after Phase
AT (Attorney)	Phase I	12.8%	88.1%
	Phase II	7.6%	101.1%
BA (Business Administration)	Phase I	8.2%	89.3%
	Phase II	9.8%	93.9%
BE (Benefits/Eligibility)	Phase I	9.1%	88.3%
	Phase II	10.6%	92.5%
CO (Correctional)	Phase I	6.9%	93.1%
	Phase II	9.5%	96.6%
CT (Computer Technology)	Phase I	7.7%	91.1%
	Phase II	10.5%	93.7%
CR (Cultural Resources)	Phase I	6.9%	87.2%
	Phase II	10.3%	91.0%
ET (Education/Training)	Phase I	7.4%	90.8%
	Phase II	8.9%	93.5%
EH (Employment/Human Resources)	Phase I	9.3%	89.0%
	Phase II	10.3%	92.9%
EN (Engineering/Natural Resources)	Phase I	7.9%	91.4%
	Phase II	9.5%	93.7%
EX (Executive)	Phase I	7.9%	100.7%
	Phase II	11.4%	96.7%
FI (Financial)	Phase I	7.7%	90.2%
	Phase II	9.6%	93.6%
FW (Fish/Wildlife)	Phase I	8.2%	89.8%
	Phase II	9.7%	92.6%
HS (Healthcare Services)	Phase I	6.4%	94.4%
	Phase II	9.9%	96.5%

IN (Inspection and Safety)	Phase I	6.9%	93.1%
	Phase II	8.5%	95.3%
IS (Institutional Support Services)	Phase I	13.9%	90.0%
	Phase II	11.4%	97.2%
LR (Land/Real Estate)	Phase I	6.7%	93.7%
	Phase II	7.9%	94.4%
PI (Public Information)	Phase I	7.8%	91.9%
	Phase II	9.0%	93.5%
PS (Public Safety)	Phase I	8.0%	92.5%
	Phase II	9.6%	94.6%
SO (Social Services)	Phase I	9.1%	87.4%
	Phase II	11.4%	91.4%
TD (Trades)	Phase I	8.8%	90.6%
	Phase II	9.9%	95.1%
TN (Transportation)	Phase I	7.3%	89.0%
	Phase II	8.6%	95.7%

3. Increased pay ranges to be more competitive with the current market.

Pay Table	Pay Grade	Market Year	MPP (per month)
General Pay Table	C (Ex: TDBG01, ISFS01, ISHK01)	2017	\$2,350.88
		2020	\$2,506.40
		2022	\$2,577.46
		% Change	9.6%
	D (Ex: PSSG02)	2017	\$2,568.94
		2020	\$2,731.73
		2022	\$2,776.79
		% Change	8.1%

	E (Ex: BAAS03, SOSP03, TNDE03)	2017	\$2,807.20
		2020	\$2,976.13
		2022	\$3,015.99
		% Change	7.4%
	F (Ex: FIWH04, HSHS04, PSDI04, SOYS03, TDBG03)	2017	\$3,067.58
		2020	\$3,243.07
		2022	\$3,275.99
		% Change	6.8%
	G (Ex: BAAS05, HSHS05, ISFS05, PSFF04, PSSG04)	2017	\$3,352.11
		2020	\$3,534.27
		2022	\$3,574.13
		% Change	6.6%
	H (Ex: COPR05, PSPE05, TDBG05, TNCF05, TNHM05)	2017	\$3,663.04
		2020	\$3,851.47
		2022	\$3,979.73
		% Change	8.7%
	I (Ex: BAAS06, BADL06, BEBP06, COPR06, SOYS06, TNHM06)	2017	\$4,002.79
		2020	\$4,198.13
		2022	\$4,357.59
		% Change	8.9%
	J (Ex: BARD07, BEWC07, EHEM07, FIAC07, HSRA07, TDST06)	2017	\$4,374.05
		2020	\$4,574.27
		2022	\$4,771.86
		% Change	9.1%
	K (Ex: BALG08, CRCR08, EHG08, FIAU08, ININ08, SOAP08, SOSP08)	2017	\$4,779.75
		2020	\$4,985.07
		2022	\$5,224.28
		% Change	9.3%

	L (Ex: COPR08, CTSS08, ENNR09, FIAC09, TDEL08, TNCF08)	2017	\$5,223.09
		2020	\$5,432.27
		2022	\$5,719.99
		% Change	9.5%
	M (Ex: BAGC09, ENEG09, ETCT09, INOS09, SOVR09)	2017	\$5,707.55
		2020	\$5,921.07
		2022	\$6,262.52
		% Change	9.7%
	N (Ex: BAPS10, CTBA10, ENNR10, FIAC10, FWGF10, FWWB10)	2017	\$6,236.95
		2020	\$6,451.47
		2022	\$6,857.05
		% Change	9.9%
	O (Ex: CTEM11, ENNR11, FWMG11, HSSL11, TNHM11)	2017	\$6,815.43
		2020	\$7,030.40
		2022	\$7,508.79
		% Change	10.2%
	P (BAPS12, ENEG12, FIAU12, HSHP12)	2017	\$7,447.58
		2020	\$7,661.33
		2022	\$8,221.18
		% Change	10.4%
	Q (Ex: ENEG13, FIAC13, SOSP12)	2017	\$8,138.36
		2020	\$8,349.47
		2022	\$9,002.92
		% Change	10.6%
	R (Ex: ENNR13, FWMG13, TDST13)	2017	\$8,893.23
		2020	\$9,100.00
		2022	\$9,857.45
		% Change	10.8%

	S (Ex: CTEM14, ENEG14, HSPY13)	2017	\$9,718.10
		2020	\$9,916.40
		2022	\$10,793.45
		% Change	11.1%
	T (Ex: ENEG15, FWMG15)	2017	\$10,619.47
		2020	\$10,805.60
		2022	\$11,817.84
		% Change	11.3%
	U (Ex. ENEG16, FWMG16)	2017	\$11,604.46
		2020	\$11,776.26
		2022	\$12,939.31
		% Change	11.5%
	V (Ex: HSPS13)	2017	N/a
		2020	\$12,871.44
		2022	\$16,984.90
		% Change	N/a
	Z2 (Ex. HSPS16)	2017	N/a
		2020	\$21,517.60
		2022	\$26,733.15
		% Change	N/a
Average % Change for General Pay Table			9.5%
Executive Pay Table	EX03	2017	\$3,607.58
		2020	\$3,912.13
		2022	\$5,404.52
		% Change	76.2%
	EX05	2017	\$3,663.04
		2020	\$4,648.80
		2022	\$6,068.39

		% Change	65.7%
	EX06	2017	\$4,374.05
		2020	\$5,068.27
		2022	\$6,815.45
		% Change	55.9%
	EX07	2017	\$4,779.75
		2020	\$5,524.13
		2022	\$7,222.79
		% Change	51.1%
	EX08	2017	\$5,223.09
		2020	\$6,023.33
		2022	\$7,652.65
		% Change	46.5%
	EX09	2017	\$5,707.55
		2020	\$6,565.87
		2022	\$8,110.25
		% Change	42.1%
	EX10	2017	\$6,236.95
		2020	\$7,156.93
		2022	\$8,593.85
		% Change	37.8%
	EX11	2017	\$7,447.58
		2020	\$7,801.73
		2022	\$9,651.18
		% Change	29.6%
	EX12	2017	\$8,138.36
		2020	\$8,505.47
		2022	\$10,228.38

		% Change	25.7%
	EX13	2017	\$8,893.23
		2020	\$9,271.60
		2022	\$10,838.51
		% Change	21.9%
	EX14	2017	\$9,718.10
		2020	\$10,107.06
		2022	\$11,486.78
		% Change	18.2%
	EX15	2017	\$11,604.46
		2020	\$11,018.80
		2022	\$12,171.44
		% Change	4.9%
	EX16	2017	\$12,680.80
		2020	\$12,010.26
		2022	\$12,899.44
		% Change	1.7%
EX17	2017	\$13,856.99	
	2020	\$13,093.60	
	2022	\$13,669.04	
	% Change	-1.4%	
EX18	2017	\$15,142.26	
	2020	\$14,274.00	
	2022	\$14,485.44	
	% Change	-4.3%	
EX19	2017	\$16,546.74	
	2020	\$15,560.13	
	2022	\$15,835.70	

		% Change	-4.3%
	Average % Change for Executive Pay Table		29.2%
HPCI Pay Table	HJ	2017	\$4,477.18
		2020	\$5,075.20
		2022	\$5,643.72
		% Change	26.1%
	HL	2017	\$5,330.00
		2020	\$5,598.67
		2022	\$6,226.12
		% Change	16.9%
	HM	2017	\$5,815.54
		2020	\$6,177.60
		2022	\$6,870.92
		% Change	18.2%
	HN	2017	\$6,345.28
		2020	\$6,813.73
		2022	\$7,581.59
		% Change	19.5%
	HO	2017	\$6,923.30
		2020	\$7,517.47
		2022	\$8,365.05
		% Change	20.9%
	HP	2017	\$7,553.97
		2020	\$8,292.27
		2022	\$9,229.98
		% Change	22.2%
HQ	2017	\$8,242.09	
	2020	\$9,148.53	

		2022	\$10,185.05
		% Change	23.6%
	HR	2017	\$8,992.88
		2020	\$10,091.46
		2022	\$11,237.18
		% Change	25.0%
		HS	2017
	2020		\$11,133.20
	2022		\$12,400.24
	% Change		26.4%
	HU	2017	\$11,681.10
		2020	\$12,280.66
		2022	\$13,682.91
		% Change	17.1%
	Average % Change for HPCI Pay Table		
Nursing Pay Table	NI	2017	\$4,088.22
		2020	\$4,938.27
		2022	\$5,602.12
		% Change	37.0%
	NL	2017	\$5,377.96
		2020	\$5,584.80
		2022	\$5,940.12
		% Change	10.5%
	NO	2017	\$7,074.60
		2020	\$7,139.60
		2022	\$7,966.38
		% Change	12.6%
	NP	2017	\$7,751.67

		2020	\$8,072.13	
		2022	\$8,448.25	
		% Change	9.0%	
		NR	2017	\$9,306.47
		NR	2020	\$9,127.73
			2022	\$9,500.38
			% Change	2.1%
			NS	2017
		NS	2020	\$10,320.26
			2022	\$10,075.85
			% Change	-1.2%
			Average % Change for Nursing Pay Table	
	Attorney Pay Table	AT01	2017	\$6,236.95
2020			\$5,773.73	
2022			\$5,615.99	
% Change			-10.0%	
AT02		2017	\$6,815.43	
		2020	\$7,054.67	
		2022	\$6,711.45	
		% Change	-1.5%	
AT03		2017	\$7,447.58	
		2020	\$8,618.13	
		2022	\$8,018.38	
		% Change	7.7%	
AT04		2017	\$8,138.36	
		2020	\$10,528.26	
		2022	\$9,580.11	
		% Change	17.7%	

	AT05	2017	\$9,718.11
		2020	\$12,861.33
		2022	\$11,446.91
		% Change	17.8%
	Average % Change for Attorney Pay Table		6.3%

4. Moved employees away from the bottom of the pay range.

Phase	% of MPP (COMPA) after Phase	Average % Increase after Phase	Count of Employees
Phase I	80%-85%	6.7%	662
	85.1%-90%	8.9%	3209
	90.1%-95%	7.3%	1435
	95.1%-100%	7.0%	1084
	100.1%-105%	7.1%	383
	105.1%-110%	7.0%	158
	110.1%-115%	6.8%	46
	115.1%-120%	7.4%	15
	120%	4.7%	17
	Grand Total	7.9%	7009
Phase II	90%-95%*	10.5%	4887
	95.1%-100%	8.3%	1366
	100.1%-105%	8.8%	884
	105.1%-110%	8.7%	289
	110.1%-115%	8.1%	55
	115.1%-120%	7.2%	26
	120%	5.6%	5
	Grand Total	9.8%	7512

**Revised State of Wyoming Compensation Policy (effective 7/1/2023) to require employees be paid at least 90% of the associated pay range. This was done so that all employees are paid more competitively with the market. However, because the allocations could only be stretched so far, many compression issues were created at the 90%-95% range as a result of this change.*

5. Stabilized turnover.

Year	Total Turnover (Includes Transfers)
2019-2020	17.6%
2020-2021	18.1%
2021-2022	24.8%
2022-2023	18.6%

6. Steadied declining interest in recruitments.

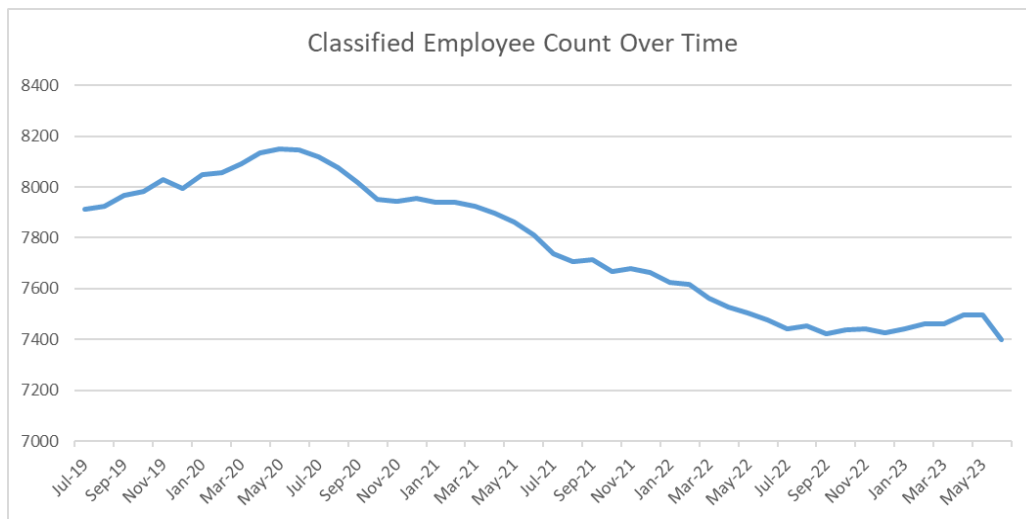
Year	Applications Per Open Recruitment
2019-2020	24.6
2020-2021	19.1
2021-2022	11.7
2022-2023	13.7

Summary

To date, the State of Wyoming Compensation Plan has been very successful. Employees have received historic increases over a 12 month period and we are just starting to see some of the return on investment as evidenced by the early indicators with turnover and interest in recruitments. With the support of the Governor's Office and Wyoming Legislature, wages are, currently, as competitive as they've been in recent years.

HRD recognizes that pay is not the only answer to the recruitment and retention issues experienced over the past several years. HRD has recently worked with the State Auditor's Office to update termination codes. This will provide more insight in the future why employees are leaving so that we can utilize a more targeted approach moving forward. Furthermore, through HR centralization, HRD is working on standardizing concepts such as exit interviews, stay interviews, and onboarding, working on consistency with its policies, and exploring how things such as work-life balance can be improved.

When it comes to compensation, the State of Wyoming has found itself repeating the same pattern over and over. Periodically, adjustments are made and employees receive an increase, but as soon as that happens, the cost of living increases and years go by before adjustments are made again. This often results in a severe market lag causing turnover to increase. When turnover increases, we have not been able to consistently rely on recruiting efforts to mitigate these issues. This can be evidenced by the steady decline in the number of state employees as reported in the 2022-2023 Workforce Report.



As a result of irregular increases, agencies are having to prioritize expenditures. We've seen agencies trade one staffing issue to fix another. We've seen agencies outsource work, paying more than necessary just to keep doors open. We've seen agencies have to prioritize between multiple high-performing employees. None of these situations benefit constituents in the end. What employees need more than anything is consistency, transparency, and a commitment that new hires are not stuck indefinitely at the wage they were hired at. The cost of turnover not only has financial implications, but also jeopardizes morale with current staff. This puts the State of Wyoming into what some have referred to as a "death spiral". To break this pattern, we must change our compensation philosophy and conduct business differently in the future. HRD is currently working with the Governor's Office on a proposal for Phase III of the statewide compensation plan.