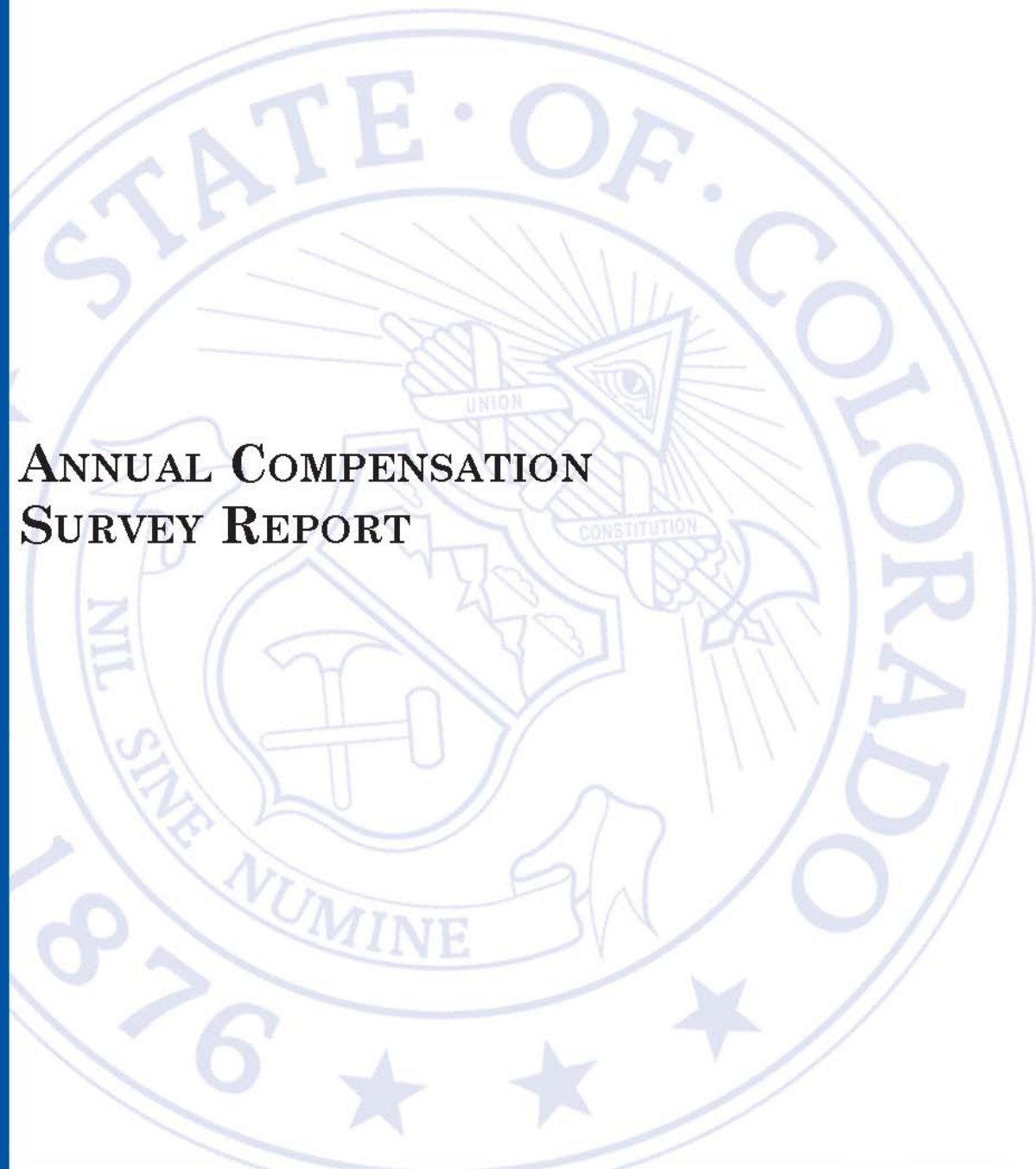


**FISCAL YEAR ANNUAL COMPENSATION
2005-2006 SURVEY REPORT**



Colorado Department of Personnel & Administration

Jeffrey Wells
Executive Director



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DPA

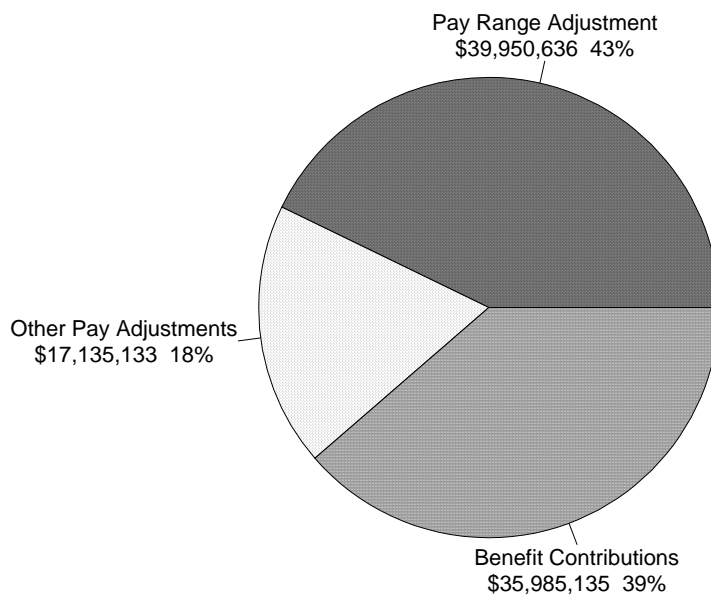
August 1, 2004

EXECUTIVE SUMMARY

It is the policy of the State of Colorado to provide competitive total compensation to employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. The Department of Personnel and Administration (DPA) conducted its FY05-06 annual compensation survey and is reporting the findings as mandated by statute. The core compensation components surveyed are salary, including performance awards, and group benefit employer contributions. Because of the August due date and limited surveys available to DPA, the survey findings will be updated in December 2004 which may change the overall findings from more third-party surveys and a more recent economic indicator available at that time.

For employees' total salary increases, the MSEC 2004 *Front Range Briefing* and other published planning information published showed, in general, employees' total salary increases are projected to be 3.4%. To meet the reported general salary increase of 3.4%, the total cost for the state's personnel system workforce (including higher education) is approximately \$56,725,769 for the next fiscal year. This figure includes associated PERA and Medicare costs. The overall average for pay structure adjustments across all occupational groups is about 2.3%. A total of \$39,590,636 is the estimated cost to reach the prevailing market salary structure increases. The difference of \$17,135,133 is the total dollars needed to increase employees' salaries to the total overall prevailing level.

For employers' group health care contributions, the state contributes approximately 56% of the prevailing dollars contributed by the market employers and 71% for dental care. In order to reach 100% of the 2006 prevailing level of employer contributions for health, dental and life insurance premiums, the total cost is estimated to be \$35,985,135. The following chart depicts the total new dollars (\$92,710,904) to reach the prevailing total compensation level for both salaries and group benefit contribution dollars found in the market.



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COMPENSATION POLICY

It is the policy of the State of Colorado to provide competitive total compensation to employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. Total compensation includes, but is not limited to; salary, performance awards, group benefit plans, retirement benefits, leave, incentives, and premium pay practices. The annual compensation survey is conducted as part of an effort to maintain an integrated and prevailing compensation package. According to total compensation statutes, this FY 2005-2006 survey findings report specifically includes the Department of Personnel and Administration's (DPA) primary focus on two major compensation components that may require increased dollars each year, namely, salaries including performance awards, and the employer contribution to group benefit plans.

SURVEY PROCESS

The complete text of the annual compensation survey process is contained in Appendix A and the following findings and costs cover the results obtained. The number of third-party surveys was again limited at the time of this report, similar to last year, because of the timing of the state's survey process. Some of the typically used surveys are not published until later in the calendar year. Due to the slow economic conditions in the labor market, the older surveys may not be able to realistically reflect the current economic conditions. Consequently, a survey update will be completed in December 2004 to include more third-party surveys and a recent Employment Cost Index (ECI). The updated survey findings will be reported to the State Personnel Director in December 2004. The December survey update may significantly change the overall findings due to the limited number of third-party surveys available for this report.

Several legislative actions and audit recommendations created separate issues, particularly in the group benefits area. Summary reports on these topics are included as supplemental to this annual compensation survey report because they address potential future changes in total compensation.

SURVEY SOURCES

The two primary third-party survey sources used for this report are the Mountain States Employers Council (MSEC) and the Colorado Municipal League (CML). Overall, DPA used 11 published sources for the annual compensation survey. Appendix B contains a list of all third-party surveys used.

SALARY DATA PROJECTION

Because third-party survey publications do not report data based on the same effective date, DPA applied the annual Employment Cost Index (ECI) - Wages and Salary for all Civilian Workers (ECI-W) to project all salary rates to July 1, 2005. DPA used this projection method to ensure that the state does not use "old" data for the market comparison. Due to the August 1 due date of the report, DPA had to use the most recent ECI index published in April 2004 (2.51% annual change from March 2003 to March 2004) to do the projection. DPA will update the survey findings with the later ECI, which will be reported in the December survey update.

MARKET SALARY INCREASES

DPA used salary data collected from the MSEC 2004 *Front Range Briefing* to determine the prevailing market practice for total salary increase. As reported in the market, total salary increase includes general base pay, merit, longevity, across-the-board, cost of living, and other salary increases.

Finding

The MSEC 2004 *Front Range Briefing* and other planning information published showed, in general, employee's total salary increases are projected to be **3.4%**.

Cost

To meet the reported general salary increase of **3.4%**, the total cost to the state will be approximately **\$56,725,769** for the next fiscal year. This figure includes associated PERA and Medicare costs.

MARKET SALARY STRUCTURE INCREASES

From CML's 2004 *Benchmark Employee Compensation Report* and several MSEC surveys, DPA collected salary structure data for seven occupational groups: Administrative Support and Related (ASR), Enforcement and Protective Services (EPS), Financial Services (FS), Health Care Services (HCS), Labor, Trades, and Crafts (LTC), Physical Sciences and Engineering (PSE), and Professional Services (PS). In order to measure salary structure increases in the market, DPA measured the change in midpoint rates from last year to this year for each matched job; used the number of market incumbents as the weighting factor; and calculated the overall average increase for each occupational group. This weighting approach best approximates the prevailing market salary structure increase for each occupational group.

Finding

The following table represents the market salary structure increases that show an **average increase for all occupational groups of 2.3%**.

Occupational Group	Average Market Midpoint Increase	Total State Employees
ENFORCEMENT AND PROTECTIVE SERVICES (EPS)	2.30%	5830
FINANCIAL SERVICES (FS)	3.10%	1757
HEALTH CARE SERVICES (HCS) [and Medical*(MED)]	2.30%	3388
LABOR/TRADES/CRAFTS (LTC)	2.50%	5326
ADMINISTRATIVE SUPPORT AND RELATED (ASR)	2.20%	5038
PROFESSIONAL SERVICES (PS) [and Teachers* (T)]	2.10%	8094
PHYSICAL SCIENCES AND ENGINEERING (PSE)	2.60%	1928

*Due to the lack of reliable survey data for the Teacher and Medical occupational groups, the PS occupational group increase will be used for Teacher and the HCS occupational group for Medical.

In addition, C.R.S. 24-50-104 (1)(a)(III)(A) requires that DPA use consistent methodologies to determine and maintain prevailing compensation for state Troopers with two exceptions. First, the market is the top three law enforcement agencies within the state having more than 100 commissioned officers and the highest actual average salary. Second, the state provides average salary adjustment amount at least 99% of the actual average salary from this market. DPA used the

actual average salaries as reported in the *2004 Benchmark Employee Report* by the CML and identified the top three jurisdictions as the labor market; Fort Collins, Westminster, and Lakewood (last year's was Fort Collins, Thornton, and Greeley). Consistent for all EPS classes, the EPS occupational group structure increase of 2.3% will be applied to the salary structure for the Trooper classes. With the authority recently given to the Director in implementing survey recommendations, a separate salary adjustment increase for Trooper actual salaries is determined using the actual average salary of the top three jurisdictions. The actual average salary comparison shows the state lags the 99% level of the market by 5.3% (with SB03-273 applied).

Cost

The total cost to implement the average occupational market increase of 2.3% is estimated to be **\$39,590,636**. This figure includes associated PERA and Medicare costs.

OTHER SALARY INCREASES

As reported in the "Market Salary Increases" section, a total of \$56,725,769 is the estimated cost to reach the prevailing level for total actual salary increases. A total of \$39,590,636 is the estimated cost to reach the prevailing market salary structure increases. The difference of **\$17,135,133** would be the total dollars needed to increase employees' salaries to reach the total overall prevailing level. Market organizations vary in the pay practices utilized to provide salary increases. For example, in addition to an automatic cost-of-living or across-the-board increase, an organization may provide bonus, longevity, merit, or performance-based increases to complement the automatic increase. The State of Colorado uses performance salary increases, in addition to the salary survey increases. Consequently, **\$17,135,133** is the estimated cost to implement the performance salary increases.

Finding

Since the state's average occupational increase, as explained above, results in a 2.3% increase, the remainder (1.1%) of the 3.4% is available for other types of salary increases.

Cost

The difference between the average occupational increase cost (\$39,590,636) and the projected overall general salary increase (\$56,725,769) is **\$17,135,133**.

PERFORMANCE PAY

DHR reviewed the Hewitt 2003 VCM™ *Report* covering a wide variety of types of variable pay. The majority (78%) of the participants (144 and mostly private sector firms) reported their cash variable plans had helped business results to some degree. In addition, the MSEC 2004 *Front Range Briefing* reported that the overall average salary increase (including performance pay) for average performers was 3.2% in 2003 and was projected to be the same for 2004. It projected the 2005 increase to be 3.5%. The data represents both private and public sector entities. The CML 2004 *Benchmark Employee Compensation Report* shows that 25 jurisdictions reported having some performance pay system with an average increase of 3.18%; 16 jurisdictions reported percentage increases between 2% to 4%.

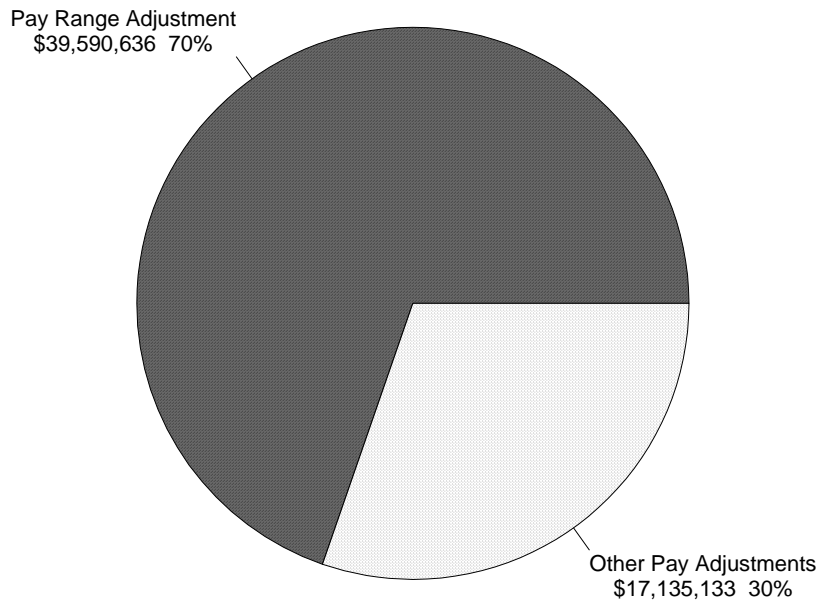
SYSTEM STUDIES

No system maintenance studies are included in this report; however, one or more may be completed in time to provide information on any potential cost impact in the December 2004 survey update.

A special study, including a direct survey, of market practices regarding shift differential pay was completed. Although market practice varies from the state's, the Director decided to maintain current practice and reexamine the market once the state is closer to prevailing in the major components of total compensation.

TOTAL NEW COST OF SALARIES

The total cost for salary increases for FY 2005-2006 - **\$56,725,769** and the breakdown of two major components are shown in the chart below and includes associated PERA and Medicare costs.



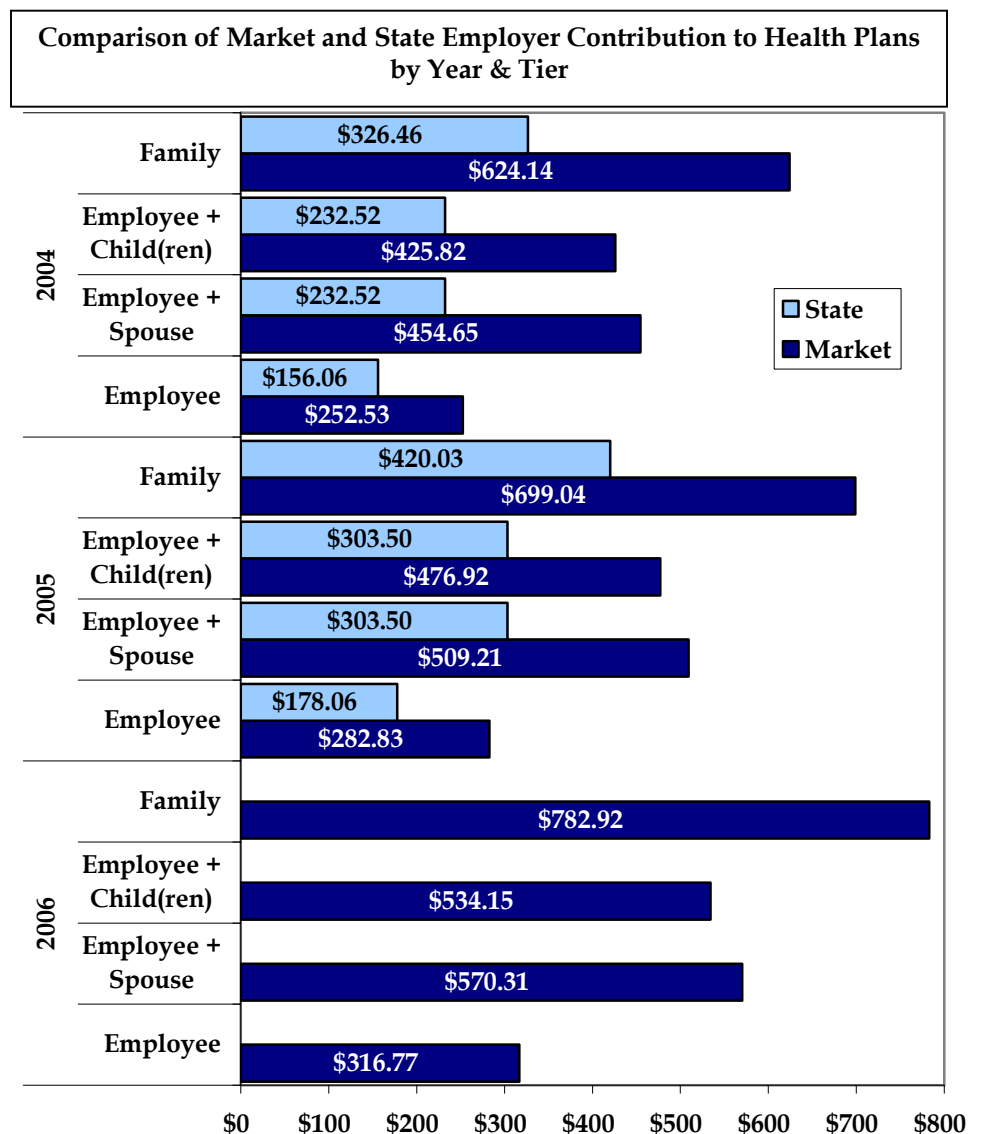
HEALTH

DPA used the 2004 *Health and Welfare Plan Survey* published by the MSEC and the 2004 *Benchmark Employee Compensation Report* by CML to measure market practices in health care benefits. MSEC collected public and private firms' data from the following geographic areas in Colorado: Denver/Boulder, Colorado Springs, Pueblo, Northern Colorado, Western Slope, and the Resort Areas. CML collected data from public jurisdictions throughout Colorado.

In the MSEC survey, four basic plan types were reported: Health Maintenance Organization (HMO), Preferred Provider Organization (PPO), Point of Service (POS), and Others. CML does not provide plan-specific information. The state currently provides HMO, PPO, and Exclusive Provider Organization (EPO) plans for its employees (an EPO is similar to a PPO). Similar to the salary projection, DPA used a trend of 12% to project premium rate increases from 2004 to 2005 and again from 2005 to 2006 for health insurance, and 6% for dental insurance.

Finding

The chart compares employer contributions between the market and the state by year and tier (family status). Although the state currently has three tiers, the Employee + One tier is separated into two tiers for illustrative purposes. In comparison with the market, the state, on average across tiers, contributes approximately 56% of the prevailing dollars contributed by the market employers.



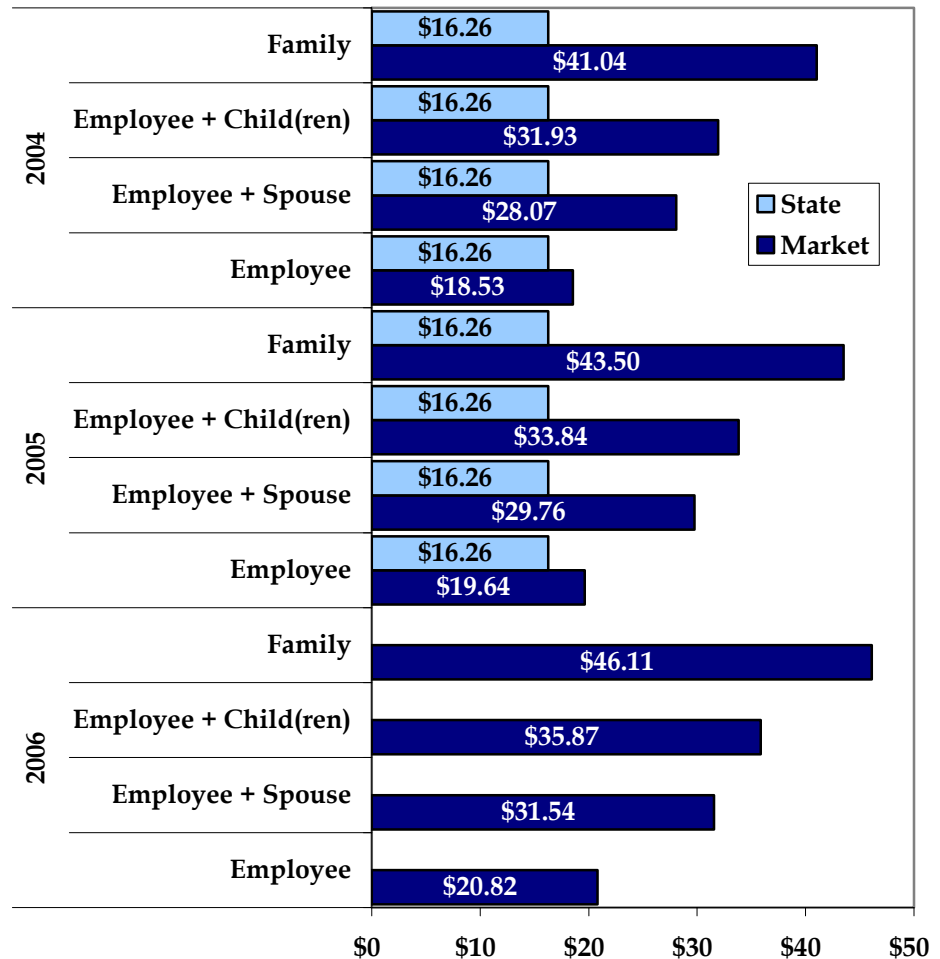
DENTAL

In the MSEC survey, three basic plan types were reported: Dental HMO, Dental PPO, and Dental Indemnity. The state currently provides two PPO's: Basic Plan and Basic Plus Plan. Similar to the health care benefits analysis, employers' contribution for all plan types was analyzed.

Finding

The bar chart compares three year's of employer contributions for the market and the state. In comparison with the market, overall the state contributes approximately 71% of the prevailing dollars contributed by the market employers.

Comparison of Market and State Employer Contribution to Dental Plans by Year & Tier



LIFE INSURANCE AND ACCIDENTAL DEATH & DISMEMBERMENT (AD&D)

From the data in the MSEC survey, DPA analyzed the amount of life insurance provided by employers and the portion paid by the employer. A similar analysis of AD&D benefits provided by the employer was also conducted to show coverage and employer contribution levels.

Finding

Of 607 employers reporting in the MSEC survey, 100% provide life insurance for their employees. The state is consistent with this practice as all employees are provided basic life insurance coverage. The most common practice (96% of employers) is for employers to fully pay for the plans. The state provides a \$12,000, 100% state-paid basic life insurance plan. Sixty-eight percent of employers determine the amount of life insurance as a multiplier of the employee's annual salary. The most common multiplier is one times the annual salary (42%); the weighted average multiplier is 1.4 times the annual salary. For 31% of employers who use a specific dollar amount (instead of multiplier of annual salary), the average value provided is \$28,125. Beginning January 2005, the state will increase its benefit value to \$33,000.

Of 607 employers, 88% (534) provide AD&D coverage for their employees. The state is consistent with this practice. Of those employers providing AD&D coverage, the most common practice is to provide a 100% employer-paid plan. The analysis shows of 534 employers, 77% (411) use this practice. Of the 528 employers reporting value of AD&D plans, 91% (480) provide the same value of AD&D as the value of life insurance, similar to the state.

TOTAL NEW COST OF CONTRIBUTIONS TO GROUP BENEFITS PLANS

To meet **100%** of the **2006 prevailing level** of employer contributions for three group benefit plans (health, dental, life & AD&D) premiums, the cost is estimated to be **\$35,985,135**. The cost is determined comparing 2005 state contributions to projected 2006 market contributions.

TOTAL NEW COST OF A PREVAILING SALARY AND BENEFITS PACKAGE

The total new costs of a prevailing salary and benefits package for FY 2005-2006 are **\$92,710,904** (Total Salary: \$56,725,769; Prevailing Benefits Contribution: \$35,985,135).

NEXT STEPS

Along with this report of survey findings, the Director will prepare and submit to the Governor and Chair of the Joint Budget Committee recommendations and requests for new dollars to fund the estimated increased cost for the two major total compensation components (salaries, which includes performance-based compensation, and group insurance contributions). The General Assembly will determine the appropriation of funds for these components.

**Survey Process for Fiscal Year 2005 - 2006
Annual Compensation Survey
July 2004**



General Compensation Policy Statement

It is the policy of the State of Colorado to provide competitive total compensation to employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. Total compensation includes, but is not limited to, salary, group benefit plans, retirement benefits, performance awards, incentives, premium pay practices, and leave.

By law, most matters related to maintaining prevailing compensation for the state personnel system, including the annual compensation survey, recommendations to the General Assembly, and rulemaking for certain compensation practices are under the authority of the State Personnel Director (Director). The Director has delegated certain authorities to the Division of Human Resources (Division) in the Department of Personnel and Administration (Department). Such authority includes establishing technically and professionally sound survey methodologies, conducting surveys, analyzing data, and reporting survey findings. This document describes the methodologies and process used to conduct the annual compensation survey.

Purpose of the Annual Compensation Survey

In order to maximize the investment made in state employees, the annual compensation survey is conducted as part of an effort to maintain an integrated and prevailing compensation package. The annual compensation survey focuses primarily on the three major components of total compensation that may require increased dollars each year. These components are base salaries, the employer contribution to group benefit plans, and performance awards. Other items (such as disability insurance, retirement, paid leave, and premium pay) are also periodically surveyed to monitor any changes in market trends. The result of the annual compensation survey is a published report that reflects all adjustments necessary to maintain prevailing salary structures, employer contribution to group benefit plans, and performance awards for the upcoming fiscal year.

Meet and Confer

Before the annual compensation survey process begins, the proposed survey process is published for comment. In order to maintain stakeholders' understanding and confidence in the selection of surveys, the Division meets and confers with management, employee representatives, employees, and the Total Compensation Advisory Council. The Department communicates to the workforce through open meetings, the *Stateline* newsletter, the Department's website, and other forms of correspondence. After reviewing and considering stakeholder input on the survey process and the surveys to be used, the Director makes the final decision regarding the process to conduct the annual compensation survey.

Two meet and confer sessions were held. All of the discussion and comments were informational in nature and no changes were suggested to the survey process. Division staff added the other interest items in order to fulfill the Department's agreement on the audit recommendations from both the 2003 Employee Benefits and the Total Compensation Survey Performance audits.

Annual Compensation Survey Process

The survey process begins with the collection of data from the identified labor market. The primary survey market is Colorado. As needed, regional and national data may be considered as additional

information for decision-making purposes. The labor market must include a fair sample of public and private employers throughout the State of Colorado (this includes areas outside the Denver metropolitan area). This data is obtained through a collection of surveys, which may be published by public or private organizations or direct surveys conducted by the Division. The Division reviews the results of the surveys in order to report market findings. The Director then makes recommendations on any required increases and estimated costs regarding the three major components of total compensation. The review of any survey, the survey report, and recommendations regarding total compensation practices are not subject to appeal.

The following criteria are used to select published surveys for collection of market data:

- (1) The survey provides adequate descriptions of work to match to state classes;
- (2) The survey provides data necessary for survey analyses;
- (3) The survey adequately explains its methodologies in sample selection and data analyses;
- (4) The survey reports the effective date for pay rates or benefit contribution levels;
- (5) The survey includes appropriate labor markets for the State of Colorado;
- (6) The survey is available for the Division to examine, verify, or purchase;
- (7) The survey provides substantial value in increasing the number of job matches for the state or labor markets appropriate for the state; or
- (8) The survey is a published survey conducted by a third party for whom regular publication of professional compensation surveys for use by others is one of the major enterprises of the organization.

The Division also designs and conducts direct surveys when necessary. Such surveys are conducted to supplement data being reported in a published survey. For example, data appears to be insufficient or incomplete so additional information is needed. Direct surveys are also conducted to collect data not available in a published survey or when a published survey does not meet the criteria listed above.

The results of the annual compensation survey are contained in a report published on August 1. The Director also requests funding for the estimated increased cost for, and recommend distribution between, the two major compensation components. The General Assembly appropriates funds for salaries including performance awards and employer contribution to group benefit plans. The effective dates are July 1 for any salary adjustments and performance awards and January 1 for any change in employer contribution to group benefit plans unless the General Assembly, acting by bill, establishes different dates for these changes. It should be noted that HB04-1449, effective August 4, 2004, authorizes the Director to change the effective date for benefits so potentially all compensation-related decisions could be effective on the same date.

Rate Projection

Not all survey publications or their contributing organizations utilize the same effective date for their pay rates. In order for all survey data to have a common effective date (i.e., July 1), the Division projects salary survey data by applying the most recent annual Employment Cost Index – Wages and Salary for all Civilian Workers (ECI). The ECI is published quarterly by the U.S. Department of Labor,

Bureau of Labor Statistics (BLS) and reflects the change in employment costs for civilian workers. This projection is an estimate of future market pay based on economic trends. For the annual compensation survey, the ECI is used to project all survey data to July 1 (state's effective date). This projection method ensures that the state does not use "old" data for the market comparison.

As the Director is required to report the survey findings and make the recommendations to the Governor and the General Assembly by August 1, the ECI used in the projection is the previous index issued in April. This economic index is at least 15 months away from the survey implementation date (July) of the following year. In order to reflect the economy as accurately as possible and to include some major survey publications that are available to the Department toward the end of the calendar year, the Division updates the survey findings and submits the update to the Director by December 1. The Director may use the updated findings to revise the survey recommendations, which will be published and communicated to the workforce.

Occupational Group Survey Recommendations

The state personnel system categorizes similar jobs into nine occupational groups. All state jobs fall into one of the nine occupational groups. An overall average pay structure change or movement obtained from third-party surveys or direct surveys for each occupational group is measured. The pay structure midpoint rates, which are the central points in pay ranges, are the measurement points for such analyses. Within a given market job, the change in the midpoint of the pay range for the job from year to year is measured. The overall average change for the midpoints of the pay ranges of all jobs represents the salary survey recommendation for each occupational group. The salary survey recommendations are used to adjust the pay ranges for all classes within an occupational group and the base salaries of all individual employees within a pay range as set by Director's Administrative Procedures. Because adequate published data does not exist for the Teacher group and the Medical group, the Division applies the occupational survey recommendation for the Health Care Services (HCS) group to the Medical group, and the Professional Services (PS) group for the Teacher group. The annual compensation survey report publishes individual occupational group survey recommendations.

Trooper Subgroup of Enforcement & Protective Services (EPS)

C.R.S. 24-50-104 (1)(a)(III)(A) requires DPA to use consistent methodologies to determine and maintain prevailing compensation for state Troopers with two exceptions. First, the market is the top three law enforcement agencies within the state having more than 100 commissioned officers and the highest actual average salary. Second, the state provides an average salary adjustment amount to be at least 99% of the actual average salary from this market. To be consistent with the survey methodology applied to all occupational groups, the pay structure adjustment for the Trooper subgroup will be made based on the midpoint rates analysis for the EPS group. In addition, with the authority recently given to the Director in implementing survey recommendations, Trooper actual average salary adjustment amount will be determined based on the actual average salary comparison of the top three jurisdictions while backing out FY03-04 survey adjustment per SB03-273 applied.

Individual State Job Comparison

In addition to the measurement of pay structure adjustment on an occupational group basis, the Division continues to compare the pay structure for individual state classes with the labor market. The comparison is done on the basis of pay range midpoint rate comparison (similar to how it is done for occupational groups as a whole). The Division evaluates the following to determine whether individual class adjustment is necessary to realign state classes externally with the market.

- (1) The magnitude of the difference. Discretion is used in considering all of the factors, but generally, under this factor, a review does not begin until the magnitude is $\pm 7.5\%$.
- (2) Stability of the rate difference from one year to the next. Does the difference fluctuate or is it steadily above or below the market?
- (3) Duration of the difference. Has the difference appeared suddenly or been sustained for a number of years?
- (4) Nature of the labor market sample for the survey class, e.g., type of labor market, number and size of firms reported, and comparability with state jobs.
- (5) Historical and market pay relationships that exist between the class and other related classes.
- (6) Documented recruitment and retention difficulties for the survey class.
- (7) Significant market trend differences in pay practices.

If individual class adjustment is warranted for purpose of external alignment with the labor market only, those recommendations are made as part of the base salary analysis rather than be adjusted through system maintenance studies. System maintenance studies may be conducted in a subsequent year when internal alignment (relationship among state classes) needs to be examined and verified with external alignment (market practices). The system maintenance studies that have fiscal impact are included as part of the annual compensation survey report or the subsequent December update.

Pay Range

A pay range is a range of pay rates between two control points: minimum and maximum. Range width is the percentage difference between these two control points. The Division reviews average market minimum and maximum range rates for the occupational groups and assess comparability to the state's ranges. In addition, the Division reviews market practices around pay ranges such as width for different occupations or levels of jobs, progression within a range, and distribution of employees along a range for an occupation. Review of market practices in these areas provides useful information for establishing ranges comparable with the market, as well as policies and procedures for progression within pay ranges.

Performance Salary Adjustment

The Division reviews market practices around performance-based pay (PBP) and bonus systems to evaluate current policies for the state's PBP system, including but not limited to eligibility for performance awards, ratings distribution, and budgeted amount of performance awards. Typically, both national and Colorado surveys are used for measuring market performance practices. The findings are incorporated into the annual compensation survey report.

Employer Contribution Toward Group Benefit Plans

In the annual compensation survey, the Division reviews market group plans and employers' and employees' contributions to group benefit plans including medical, dental, life and accidental death and dismemberment. The Division conducts a comparison of general benefit plan components before premium contributions are assessed. Once plan coverage components are compared, the Division evaluates the cost of a group plan as well as how employers and employees are sharing the cost. Market premium rates for both Health and Dental plans are projected based on trend information found in the market. Based on the analyses, the Division includes findings in the annual compensation survey report. The Director determines the funding required as part of the overall annual compensation recommendation.

Pay plans

Based on the annual compensation survey, various pay plans and directives are established, and procedures adopted, as required to implement the state's prevailing total compensation philosophy. A pay plan (or compensation plan) is a listing of salary schedules for all occupational groups and job classes, and other applicable premium pays. The pay plan is published prior to the implementation of salary survey adjustments.

Survey Process Audit

To ensure technically and professionally sound survey methodologies and practices, the annual compensation survey is subject to a performance audit. The Office of the State Auditor is responsible for contracting with a private firm to conduct an audit of the annual compensation survey process and application of data and for any direct surveys. These performance audits are conducted on a biennial cycle, with the next audit scheduled to begin around January 1, 2005. An audit report is submitted to the Governor and the General Assembly by June 30 of the year of each audit. Published surveys by public and private organizations or any direct surveys conducted by the Division are confidential and shall not be revealed except to the Office of the State Auditor and the private firm conducting the audit.

Current Topics of Interest

On occasion, the Director is interested in information on total compensation topics that may result in new or revised policy and programs. The information collected and analyzed is typically found in the same third-party survey sources used for other parts of the annual survey process. Depending upon the topic, additional survey sources may be sought to answer questions or examine issues relating to these topics.

These special interest items may be used to support policy decisions on total compensation matters, but may not be a recurring survey item each year. This year, the Director will analyze and report on these four topics: self-funded health care programs of other employers; use of a four-tier rate structure for health/dental plans; changing the benefit plan year to a fiscal year basis; and the eligibility of part-time employees for health care benefits.

Additionally, per the 2003 Annual Total Compensation Survey Performance Audit, the Department agreed to examine turnover data to identify any links to total compensation and to assess the

importance that employees place on various components of total compensation. The results of that assessment will also be included in this year's report.

Organization	Survey Publication	Compensation Components
MSEC	2004 Colorado Health and Welfare Plans	Benefits
CML	2004 CML Benchmark Employee Compensation Report	Salary/Benefits
MSEC	2004 Health Care Compensation, Winter	Salary
CML	2004 CML Management Compensation Report	Salary
MSEC	2004 Metro Denver Wage and Management Compensation Survey	Salary
MSEC	2004 Northern Colorado Compensation Survey	Salary
MSEC	2004 Pueblo Compensation Survey	Salary
MSEC	2004 Colorado Springs Compensation Survey	Salary
MSEC	2004 Colorado Public Sector Compensation Survey	Salary
MSEC	2004 Front Range Briefing	Planning
MSEC	2004 Planning Packet	Planning

Proposed Compensation Plan Pay Structure for FY 05-06									
CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
A1A1TX	CORRECTIONS CASE MGR I	A30	A-EPS	3495	5069	3575	5186	8703	1
A1A2XX	CORRECTIONS CASE MGR II	A34	A-EPS	3853	5588	3942	5717	8703	1
A1A3XX	CORRECTIONS CASE MGR III	A36	A-EPS	4047	5867	4140	6002	8703	0
A1D1IX	CORR/YTH/CLIN SEC INTERN	A13	A-EPS	2316	3360	2369	3437	8703	1
A1D2TX	CORR/YTH/CLIN SEC OFF I	A22	A-EPS	2877	4170	2943	4266	8703	1
A1D3XX	CORR/YTH/CLIN SEC OFF II	A26	A-EPS	3171	4597	3244	4703	8703	1
A1D4XX	CORR/YTH/CLN SEC SPEC III	A30	A-EPS	3495	5069	3575	5186	8703	1
A1D5XX	CORR/YTH/CLN SEC SUPV III	A30	A-EPS	3495	5069	3575	5186	8703	1
A1D6XX	CORR OR YTH SEC OFF IV	A36	A-EPS	4047	5867	4140	6002	8703	1
A1D7XX	CORR OR YTH SEC OFF V	A40	A-EPS	4461	6468	4564	6617	8703	0
A1K1TX	CORR SUPP LIC TRADES SUPV I	A27	A-EPS	3259	4725	3334	4834	8703	1
A1K2XX	CORR SUPP LIC TRADES SUPV II	A31	A-EPS	3591	5206	3674	5326	8703	1
A1K3XX	CORR SUPP LIC TRADES SUPV III	A36	A-EPS	4047	5867	4140	6002	8703	0
A1L1TX	CORR SUPP TRADES SUPV I	A26	A-EPS	3171	4597	3244	4703	8703	1
A1L2XX	CORR SUPP TRADES SUPV II	A30	A-EPS	3495	5069	3575	5186	8703	1
A1L3XX	CORR SUPP TRADES SUPV III	A36	A-EPS	4047	5867	4140	6002	8703	0
A1L4XX	CORR SUPP TRADES SUPV IV	A40	A-EPS	4461	6468	4564	6617	8703	0
A2A1IX	CRIMINAL INVESTIGATOR INT	A32	A-EPS	3670	5323	3754	5445	8703	0
A2A2TX	CRIMINAL INVESTIGATOR I	A38	A-EPS	4249	6159	4347	6301	8703	0
A2A3XX	CRIMINAL INVESTIGATOR II	A44	A-EPS	4917	7132	5030	7296	8703	0
A2A4XX	CRIMINAL INVESTIGATOR III	A50	A-EPS	5693	8256	5824	8446	8703	0
A2A5XX	CRIMINAL INVESTIGATOR IV	A52	A-EPS	5977	8610	6114	8703	8703	0
A3C1TX	COMMUNITY PAROLE OFF	A92	A-EPS	2954	5469	3022	5595	8703	0
A3C2XX	COMM PAROLE TEAM LDR	A35	A-EPS	3959	5739	4050	5871	8703	0
A3C3XX	COMM PAROLE SUPV	A39	A-EPS	4365	6329	4465	6475	8703	0
A3C4XX	COMM PAROLE MGR	A43	A-EPS	4811	6977	4922	7137	8703	0
A4A1IX	STATE PATROL INTERN	A81	A-EPS	3085	4473	3156	4576	8703	0
A4A3TX	STATE PATROL TROOPER	A82	A-EPS	3572	5177	3654	5296	8703	0
A4A4XX	STATE PATROL TROOPER III	A83	A-EPS	3755	5444	3841	5569	8703	0
A4A5XX	STATE PATROL SUPERVISOR	A84	A-EPS	4226	6128	4323	6269	8703	0
A4A6XX	STATE PATROL ADMIN I	A85	A-EPS	4785	6941	4895	7101	8703	0
A4A7XX	STATE PATROL ADMIN II	A86	A-EPS	5361	7774	5484	7953	8703	0
A4B1IX	POLICE OFFICER INTERN	A23	A-EPS	2954	4286	3022	4385	8703	0
A4B2TX	POLICE OFFICER I	A27	A-EPS	3259	4725	3334	4834	8703	0
A4B3XX	POLICE OFFICER II	A32	A-EPS	3670	5323	3754	5445	8703	0
A4B4XX	POLICE OFFICER III	A39	A-EPS	4365	6329	4465	6475	8703	0
A4B5XX	POLICE ADMINISTRATOR I	A45	A-EPS	5051	7326	5167	7494	8703	0
A4B6XX	POLICE ADMINISTRATOR II	A49	A-EPS	5571	8078	5699	8264	8703	0
A4C1TX	SAFETY SECURITY OFF I	A27	A-EPS	3259	4725	3334	4834	8703	0
A4C3XX	SAFETY SECURITY OFF III	A36	A-EPS	4047	5867	4140	6002	8703	0
A9A1TX	ANG PATROL OFFICER I	A12	A-EPS	2253	3269	2305	3344	8703	1
A9A2XX	ANG PATROL OFFICER II	A16	A-EPS	2486	3604	2543	3687	8703	1
A9A3XX	ANG PATROL OFFICER III	A22	A-EPS	2877	4170	2943	4266	8703	1
B1A1TX	ACCOUNTANT I	B27	B-FS	2978	4527	3070	4667	8703	0
B1A2XX	ACCOUNTANT II	B31	B-FS	3283	4990	3385	5145	8703	0

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
B1A3XX	ACCOUNTANT III	B40	B-FS	4077	6200	4203	6392	8703	0
B1A4XX	ACCOUNTANT IV	B50	B-FS	5206	7911	5367	8156	8703	0
B1C1TX	ACCOUNTING TECHNICIAN I	B10	B-FS	1962	2983	2023	3075	8703	1
B1C2XX	ACCOUNTING TECHNICIAN II	B13	B-FS	2118	3220	2184	3320	8703	1
B1C3XX	ACCOUNTING TECHNICIAN III	B19	B-FS	2451	3723	2527	3838	8703	1
B1C4XX	ACCOUNTING TECHNICIAN IV	B27	B-FS	2978	4527	3070	4667	8703	0
B1D1XX	CONTROLLER I	B46	B-FS	4723	7177	4869	7399	8703	0
B1D2XX	CONTROLLER II	B51	B-FS	5349	8128	5515	8380	8703	0
B1D3XX	CONTROLLER III	B56	B-FS	6044	8610	6231	8703	8703	0
B2A1IX	AUDIT INTERN	B20	B-FS	2504	3806	2582	3924	8703	0
B2A2TX	AUDITOR I	B26	B-FS	2899	4406	2989	4543	8703	0
B2A3XX	AUDITOR II	B32	B-FS	3355	5100	3459	5258	8703	0
B2A4XX	AUDITOR III	B39	B-FS	3991	6066	4115	6254	8703	0
B2A5XX	AUDITOR IV	B47	B-FS	4849	7373	4999	7602	8703	0
B2A6XX	AUDITOR V	B52	B-FS	5466	8308	5635	8566	8703	0
B2F1TX	BUDGET ANALYST I	B30	B-FS	3197	4860	3296	5011	8703	0
B2F2XX	BUDGET ANALYST II	B36	B-FS	3700	5623	3815	5797	8703	0
B2F3XX	BUDGET & POLICY ANLST III	B44	B-FS	4496	6834	4635	7046	8703	0
B2F4XX	BUDGET & POLICY ANLST IV	B50	B-FS	5206	7911	5367	8156	8703	0
B2F5XX	BUDGET & POLICY ANLST V	B53	B-FS	5614	8535	5788	8703	8703	0
B2G1IX	FIN/CREDIT EXAMINER INT	B30	B-FS	3197	4860	3296	5011	8703	0
B2G2TX	FIN/CREDIT EXAMINER I	B36	B-FS	3700	5623	3815	5797	8703	0
B2G3XX	FIN/CREDIT EXAMINER II	B40	B-FS	4077	6200	4203	6392	8703	0
B2G4XX	FIN/CREDIT EXAMINER III	B44	B-FS	4496	6834	4635	7046	8703	0
B2G5XX	FIN/CREDIT EXAMINER IV	B50	B-FS	5206	7911	5367	8156	8703	0
B2G6XX	FIN/CREDIT EXAMINER V	B52	B-FS	5466	8308	5635	8566	8703	0
B2H1IX	RATE/FINANCIAL ANLYST INT	B25	B-FS	2837	4311	2925	4445	8703	0
B2H2TX	RATE/FINANCIAL ANLYST I	B31	B-FS	3283	4990	3385	5145	8703	0
B2H3XX	RATE/FINANCIAL ANLYST II	B39	B-FS	3991	6066	4115	6254	8703	0
B2H4XX	RATE/FINANCIAL ANLYST III	B45	B-FS	4620	7020	4763	7238	8703	0
B2H5XX	RATE/FINANCIAL ANLYST IV	B51	B-FS	5349	8128	5515	8380	8703	0
B2H6XX	RATE/FINANCIAL ANLYST V	B55	B-FS	5896	8610	6079	8703	8703	0
B3C2TX	INVESTMENT OFFICER I	B40	B-FS	4077	6200	4203	6392	8703	0
B3C3XX	INVESTMENT OFFICER II	B48	B-FS	4958	7536	5112	7770	8703	0
B3C4XX	INVESTMENT OFFICER III	B53	B-FS	5614	8535	5788	8703	8703	0
B3E1IX	PROPERTY TAX SPEC INTERN	B25	B-FS	2837	4311	2925	4445	8703	0
B3E2TX	PROPERTY TAX SPEC I	B30	B-FS	3197	4860	3296	5011	8703	0
B3E3XX	PROPERTY TAX SPEC II	B36	B-FS	3700	5623	3815	5797	8703	0
B3E4XX	PROPERTY TAX SPEC III	B44	B-FS	4496	6834	4635	7046	8703	0
B3E5XX	PROPERTY TAX SPEC IV	B50	B-FS	5206	7911	5367	8156	8703	0
B3F1IX	REVENUE AGENT INTERN	B25	B-FS	2837	4311	2925	4445	8703	0
B3F2TX	REVENUE AGENT I	B31	B-FS	3283	4990	3385	5145	8703	0
B3F3XX	REVENUE AGENT II	B37	B-FS	3801	5777	3919	5956	8703	0
B3F4XX	REVENUE AGENT III	B45	B-FS	4620	7020	4763	7238	8703	0
B3F5XX	REVENUE AGENT IV	B50	B-FS	5206	7911	5367	8156	8703	0
B3G1IX	OUT-OF-STATE REV AGENT IN	B49	B-FS	5093	7740	5251	7980	8703	0
B3G2TX	OUT-OF-STATE REV AGENT	B50	B-FS	5206	7911	5367	8156	8703	0

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
B3H1XX	TAX CONFEREI I	B50	B-FS	5206	7911	5367	8156	8703	0
B3H2XX	TAX CONFEREI II	B52	B-FS	5466	8308	5635	8566	8703	0
B3J1IX	TAX COMPLIANCE AGENT IN	B28	B-FS	3044	4627	3138	4770	8703	0
B3J2TX	TAX COMPLIANCE AGENT I	B32	B-FS	3355	5100	3459	5258	8703	0
B3J3XX	TAX COMPLIANCE AGENT II	B38	B-FS	3885	5906	4005	6089	8703	0
B3J4XX	TAX COMPLIANCE AGENT III	B42	B-FS	4284	6510	4417	6712	8703	0
B3K1TX	TAX EXAMINER I	B23	B-FS	2703	4107	2787	4234	8703	1
B3K2XX	TAX EXAMINER II	B27	B-FS	2978	4527	3070	4667	8703	1
B3K3XX	TAX EXAMINER III	B33	B-FS	3447	5240	3554	5402	8703	0
B3K4XX	TAX EXAMINER IV	B38	B-FS	3885	5906	4005	6089	8703	0
B3K5XX	TAX EXAMINER V	B46	B-FS	4723	7177	4869	7399	8703	0
C4J2XX	CLIN BEHAV SPEC II	C46	C-HCS	3294	4909	3370	5022	8703	0
C4J3XX	CLIN BEHAV SPEC III	C50	C-HCS	3632	5411	3716	5535	8703	0
C4K1XX	GENETIC COUNSELOR	C52	C-HCS	3813	5681	3901	5812	8703	0
C4L1TX	SOCIAL WORK/COUNSELOR I	C39	C-HCS	2783	4149	2847	4244	8703	1
C4L2XX	SOCIAL WORK/COUNSELOR II	C44	C-HCS	3137	4675	3209	4783	8703	0
C4L3XX	SOCIAL WORK/COUNSELOR III	C48	C-HCS	3457	5153	3537	5272	8703	0
C4L4XX	SOCIAL WORK/COUNSELOR IV	C50	C-HCS	3632	5411	3716	5535	8703	0
C4M1XX	PSYCHOLOGIST CANDIDATE	C56	C-HCS	4203	6263	4300	6407	8703	0
C4M2XX	PSYCHOLOGIST I	C59	C-HCS	4534	6754	4638	6909	8703	0
C4M3XX	PSYCHOLOGIST II	C62	C-HCS	4866	7250	4978	7417	8703	0
C5J1IX	CLINICAL THERAPIST I	C33	C-HCS	2407	3585	2462	3667	8703	1
C5J2TX	CLINICAL THERAPIST II	C37	C-HCS	2653	3951	2714	4042	8703	1
C5J3XX	CLINICAL THERAPIST III	C41	C-HCS	2924	4355	2991	4455	8703	0
C5J4XX	CLINICAL THERAPIST IV	C50	C-HCS	3632	5411	3716	5535	8703	0
C5J5XX	CLINICAL THERAPIST V	C54	C-HCS	4003	5963	4095	6100	8703	0
C5K1IX	THERAPIST I	C42	C-HCS	2987	4450	3056	4552	8703	1
C5K2TX	THERAPIST II	C47	C-HCS	3384	5042	3462	5158	8703	1
C5K3XX	THERAPIST III	C52	C-HCS	3813	5681	3901	5812	8703	0
C5K4XX	THERAPIST IV	C59	C-HCS	4534	6754	4638	6909	8703	0
C5L1TX	THERAPY ASSISTANT I	C28	C-HCS	2123	3164	2172	3237	8703	1
C5L2XX	THERAPY ASSISTANT II	C32	C-HCS	2342	3488	2396	3568	8703	1
C5L3XX	THERAPY ASSISTANT III	C36	C-HCS	2579	3845	2638	3933	8703	1
C5L4XX	THERAPY ASSISTANT IV	C38	C-HCS	2709	4038	2771	4131	8703	1
C6P1TX	CLIENT CARE AIDE I	C14	C-HCS	1510	2250	1545	2302	8703	3
C6P2XX	CLIENT CARE AIDE II	C20	C-HCS	1750	2603	1790	2663	8703	3
C6Q1TX	DENTAL CARE I	C20	C-HCS	1750	2603	1790	2663	8703	1
C6Q2XX	DENTAL CARE II	C26	C-HCS	2023	3014	2070	3083	8703	1
C6Q3XX	DENTAL CARE III	C36	C-HCS	2579	3845	2638	3933	8703	1
C6Q4XX	DENTAL CARE IV	C40	C-HCS	2846	4240	2911	4338	8703	1
C6Q5XX	DENTAL CARE V	C46	C-HCS	3294	4909	3370	5022	8703	0
C6R1TX	HEALTH CARE TECH I	C28	C-HCS	2123	3164	2172	3237	8703	3
C6R2XX	HEALTH CARE TECH II	C30	C-HCS	2230	3323	2281	3399	8703	1
C6R3XX	HEALTH CARE TECH III	C34	C-HCS	2457	3662	2514	3746	8703	1
C6R4XX	HEALTH CARE TECH IV	C38	C-HCS	2709	4038	2771	4131	8703	1
C6S1XX	NURSE I	C47	C-HCS	3384	5042	3462	5158	8703	1
C6S2XX	NURSE II	C49	C-HCS	3551	5295	3633	5417	8703	1

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
C6S3XX	NURSE III	C53	C-HCS	3917	5836	4007	5970	8703	1
C6S4XX	MID-LEVEL PROVIDER	C57	C-HCS	4318	6433	4417	6581	8703	1
C6S5XX	NURSE V	C62	C-HCS	4866	7250	4978	7417	8703	0
C6S6XX	NURSE VI	C67	C-HCS	5510	8211	5637	8400	8703	0
C6T1XX	NURSE ANESTHETIST	C75	C-HCS	6691	8610	6845	8703	8703	0
C6U1TX	MENTAL HLTH CLINICIAN I	C31	C-HCS	2292	3413	2345	3491	8703	1
C6U2XX	MENTAL HLTH CLINICIAN II	C35	C-HCS	2525	3763	2583	3850	8703	1
C6U3XX	MENTAL HLTH CLINICIAN III	C39	C-HCS	2783	4149	2847	4244	8703	1
C7A1XX	CLINICAL TEAM LEADER	C64	C-HCS	5108	7612	5225	7787	8703	0
C7B1TX	COMMUNITY WORKER I	C17	C-HCS	1628	2425	1665	2481	8703	1
C7B2XX	COMMUNITY WORKER II	C23	C-HCS	1885	2808	1928	2873	8703	1
C7C1IX	HEALTH PROFESSIONAL I	C39	C-HCS	2783	4149	2847	4244	8703	0
C7C2TX	HEALTH PROFESSIONAL II	C44	C-HCS	3137	4675	3209	4783	8703	0
C7C3XX	HEALTH PROFESSIONAL III	C50	C-HCS	3632	5411	3716	5535	8703	0
C7C4XX	HEALTH PROFESSIONAL IV	C54	C-HCS	4003	5963	4095	6100	8703	0
C7C5XX	HEALTH PROFESSIONAL V	C58	C-HCS	4414	6577	4516	6728	8703	0
C7C6XX	HEALTH PROFESSIONAL VI	C62	C-HCS	4866	7250	4978	7417	8703	0
C7C7XX	HEALTH PROFESSIONAL VII	C66	C-HCS	5364	7991	5487	8175	8703	0
C7D1IX	HCS TRAINEE I	C14	C-HCS	1510	2250	1545	2302	8703	1
C7D2IX	HCS TRAINEE II	C22	C-HCS	1834	2734	1876	2797	8703	1
C7D3IX	HCS TRAINEE III	C33	C-HCS	2407	3585	2462	3667	8703	1
C7E1XX	NURSE CONSULTANT	C62	C-HCS	4866	7250	4978	7417	8703	0
C8A1TX	DIAG PROCED TECHNOL I	C27	C-HCS	2079	3096	2127	3167	8703	3
C8A2XX	DIAG PROCED TECHNOL II	C33	C-HCS	2407	3585	2462	3667	8703	3
C8A3XX	DIAG PROCED TECHNOL III	C42	C-HCS	2987	4450	3056	4552	8703	3
C8A4XX	DIAG PROCED TECHNOL IV	C50	C-HCS	3632	5411	3716	5535	8703	0
C8B1IX	DIETITIAN I	C40	C-HCS	2846	4240	2911	4338	8703	1
C8B2TX	DIETITIAN II	C44	C-HCS	3137	4675	3209	4783	8703	1
C8B3XX	DIETITIAN III	C48	C-HCS	3457	5153	3537	5272	8703	0
C8C1TX	LABORATORY SUPPORT I	C17	C-HCS	1628	2425	1665	2481	8703	1
C8C2XX	LABORATORY SUPPORT II	C23	C-HCS	1885	2808	1928	2873	8703	1
C8C3XX	LABORATORY SUPPORT III	C30	C-HCS	2230	3323	2281	3399	8703	1
C8D1TX	LABORATORY TECHNOLOGY I	C37	C-HCS	2653	3951	2714	4042	8703	3
C8D2XX	LABORATORY TECHNOLOGY II	C41	C-HCS	2924	4355	2991	4455	8703	3
C8D3XX	LABORATORY TECHNOLOGY III	C47	C-HCS	3384	5042	3462	5158	8703	3
C8D4XX	LABORATORY TECHNOLOGY IV	C51	C-HCS	3731	5559	3817	5687	8703	3
C8E1XX	PHARMACY I	C66	C-HCS	5364	7991	5487	8175	8703	1
C8E2XX	PHARMACY II	C70	C-HCS	5913	8610	6049	8703	8703	1
C8E3XX	PHARMACY III	C73	C-HCS	6381	8610	6528	8703	8703	1
C8F1TX	PHARMACY TECHNICIAN I	C24	C-HCS	1925	2870	1969	2936	8703	1
C8F2XX	PHARMACY TECHNICIAN II	C28	C-HCS	2123	3164	2172	3237	8703	1
C9A1TX	ANIMAL CARE I	C24	C-HCS	1925	2870	1969	2936	8703	1
C9A2XX	ANIMAL CARE II	C30	C-HCS	2230	3323	2281	3399	8703	1
C9A3XX	ANIMAL CARE III	C38	C-HCS	2709	4038	2771	4131	8703	1
C9B1XX	VETERINARIAN I	C65	C-HCS	5250	7820	5371	8000	8703	0
C9B2XX	VETERINARIAN II	C69	C-HCS	5788	8610	5921	8703	8703	0
C9B3XX	VETERINARIAN III	C72	C-HCS	6209	8610	6352	8703	8703	0

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
C9C1TX	VETERINARY TECHNOLOGY I	C27	C-HCS	2079	3096	2127	3167	8703	1
C9C2XX	VETERINARY TECHNOLOGY II	C35	C-HCS	2525	3763	2583	3850	8703	1
C9C3XX	VETERINARY TECHNOLOGY III	C38	C-HCS	2709	4038	2771	4131	8703	1
C9C4XX	VETERINARY TECHNOLOGY IV	C41	C-HCS	2924	4355	2991	4455	8703	1
D6A1TX	ELECTRICAL TRADES I	D44	D-LTC	2827	4102	2898	4205	8703	1
D6A2XX	ELECTRICAL TRADES II	D49	D-LTC	3188	4620	3268	4736	8703	1
D6A3XX	ELECTRICAL TRADES III	D54	D-LTC	3609	5231	3699	5362	8703	1
D6B1TX	MACHINING TRADES I	D42	D-LTC	2694	3905	2761	4003	8703	1
D6B2XX	MACHINING TRADES II	D46	D-LTC	2970	4305	3044	4413	8703	1
D6B3XX	MACHINING TRADES III	D52	D-LTC	3438	4985	3524	5110	8703	1
D6B4XX	MACHINING TRADES IV	D58	D-LTC	3978	5768	4077	5912	8703	0
D6C1TX	PIPE/MECH TRADES I	D43	D-LTC	2753	3992	2822	4092	8703	1
D6C2XX	PIPE/MECH TRADES II	D49	D-LTC	3188	4620	3268	4736	8703	1
D6C3XX	PIPE/MECH TRADES III	D55	D-LTC	3688	5348	3780	5482	8703	1
D6D1TX	STRUCTURAL TRADES I	D34	D-LTC	2216	3216	2271	3296	8703	1
D6D2XX	STRUCTURAL TRADES II	D40	D-LTC	2565	3719	2629	3812	8703	1
D6D3XX	STRUCTURAL TRADES III	D46	D-LTC	2970	4305	3044	4413	8703	1
D6E1TX	UTILITY PLANT OPER I	D49	D-LTC	3188	4620	3268	4736	8703	1
D6E2XX	UTILITY PLANT OPER II	D55	D-LTC	3688	5348	3780	5482	8703	1
D7A1TX	EQUIPMENT MECHANIC I	D34	D-LTC	2216	3216	2271	3296	8703	1
D7A2XX	EQUIPMENT MECHANIC II	D42	D-LTC	2694	3905	2761	4003	8703	1
D7A3XX	EQUIPMENT MECHANIC III	D44	D-LTC	2827	4102	2898	4205	8703	1
D7A4XX	EQUIPMENT MECHANIC IV	D48	D-LTC	3119	4519	3197	4632	8703	0
D7B1TX	EQUIPMENT OPERATOR I	D25	D-LTC	1774	2574	1818	2638	8703	1
D7B2XX	EQUIPMENT OPERATOR II	D31	D-LTC	2055	2979	2106	3053	8703	1
D7B3XX	EQUIPMENT OPERATOR III	D37	D-LTC	2378	3448	2437	3534	8703	1
D7B4XX	EQUIPMENT OPERATOR IV	D41	D-LTC	2621	3802	2687	3897	8703	1
D7C1TX	PRODUCTION I	D21	D-LTC	1611	2336	1651	2394	8703	1
D7C2XX	PRODUCTION II	D27	D-LTC	1864	2702	1911	2770	8703	1
D7C3XX	PRODUCTION III	D31	D-LTC	2055	2979	2106	3053	8703	1
D7C4XX	PRODUCTION IV	D36	D-LTC	2328	3374	2386	3458	8703	1
D7C5XX	PRODUCTION V	D46	D-LTC	2970	4305	3044	4413	8703	0
D7D1TX	TRANSPORTATION MTC I	D37	D-LTC	2378	3448	2437	3534	8703	1
D7D2XX	TRANSPORTATION MTC II	D41	D-LTC	2621	3802	2687	3897	8703	1
D7D3XX	TRANSPORTATION MTC III	D50	D-LTC	3273	4746	3355	4865	8703	0
D8A1TX	BARBER/COSMETOLOGIST	D24	D-LTC	1736	2518	1779	2581	8703	1
D8B1TX	CUSTODIAN I	D19	D-LTC	1532	2224	1570	2280	8703	1
D8B2XX	CUSTODIAN II	D23	D-LTC	1691	2451	1733	2512	8703	1
D8B3XX	CUSTODIAN III	D35	D-LTC	2265	3285	2322	3367	8703	1
D8B4XX	CUSTODIAN IV	D44	D-LTC	2827	4102	2898	4205	8703	0
D8C1TX	DINING SERVICES I	D14	D-LTC	1360	1972	1394	2021	8703	1
D8C2XX	DINING SERVICES II	D18	D-LTC	1500	2177	1537	2231	8703	1
D8C3XX	DINING SERVICES III	D24	D-LTC	1736	2518	1779	2581	8703	1
D8C4XX	DINING SERVICES IV	D28	D-LTC	1915	2777	1963	2846	8703	1
D8C5XX	DINING SERVICES V	D36	D-LTC	2328	3374	2386	3458	8703	1
D8D1TX	GENERAL LABOR I	D26	D-LTC	1824	2645	1870	2711	8703	1
D8D2XX	GENERAL LABOR II	D32	D-LTC	2113	3061	2166	3138	8703	1

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
D8D3XX	GENERAL LABOR III	D38	D-LTC	2444	3544	2505	3633	8703	1
D8E1TX	GROUNDS & NURSERY I	D28	D-LTC	1915	2777	1963	2846	8703	1
D8E2XX	GROUNDS & NURSERY II	D34	D-LTC	2216	3216	2271	3296	8703	1
D8E3XX	GROUNDS & NURSERY III	D40	D-LTC	2565	3719	2629	3812	8703	1
D8F1IX	LTC TRAINEE I	D10	D-LTC	1233	1790	1264	1835	8703	1
D8F2IX	LTC TRAINEE II	D15	D-LTC	1392	2019	1427	2069	8703	1
D8F3IX	LTC TRAINEE III	D22	D-LTC	1653	2399	1694	2459	8703	1
D8F4IX	LTC TRAINEE IV	D26	D-LTC	1824	2645	1870	2711	8703	1
D8F5IX	LTC TRAINEE V	D30	D-LTC	2011	2915	2061	2988	8703	1
D8F7IX	LTC TRAINEE VII	D38	D-LTC	2444	3544	2505	3633	8703	1
D8G1TX	MATERIALS HANDLER I	D28	D-LTC	1915	2777	1963	2846	8703	1
D8G2XX	MATERIALS HANDLER II	D36	D-LTC	2328	3374	2386	3458	8703	1
D8G3XX	MATERIALS HANDLER III	D44	D-LTC	2827	4102	2898	4205	8703	1
D8G4XX	MATERIALS SUPERVISOR	D52	D-LTC	3438	4985	3524	5110	8703	0
D8H1TX	SECURITY I	D25	D-LTC	1774	2574	1818	2638	8703	1
D8H2XX	SECURITY II	D30	D-LTC	2011	2915	2061	2988	8703	1
D8H3XX	SECURITY III	D36	D-LTC	2328	3374	2386	3458	8703	0
D9A1TX	CORRECTL INDUS SUPV I	D47	D-LTC	3035	4400	3111	4510	8703	1
D9A2XX	CORRECTL INDUS SUPV II	D54	D-LTC	3609	5231	3699	5362	8703	1
D9A3XX	CORRECTL INDUS SUPV III	D63	D-LTC	4484	6499	4596	6661	8703	1
D9B1IX	ENGR/PHYS SCI ASST I	D26	D-LTC	1824	2645	1870	2711	8703	1
D9B2TX	ENGR/PHYS SCI ASST II	D32	D-LTC	2113	3061	2166	3138	8703	1
D9B3XX	ENGR/PHYS SCI ASST III	D38	D-LTC	2444	3544	2505	3633	8703	1
D9C1TX	INSPECTOR I	D47	D-LTC	3035	4400	3111	4510	8703	1
D9C2XX	INSPECTOR II	D53	D-LTC	3512	5094	3600	5221	8703	1
D9C3XX	INSPECTOR III	D57	D-LTC	3874	5615	3971	5755	8703	1
D9D1TX	LTC OPERATIONS I	D56	D-LTC	3789	5497	3884	5634	8703	0
D9D2XX	LTC OPERATIONS II	D60	D-LTC	4178	6055	4282	6206	8703	0
D9E1TX	PROJECT PLANNER I	D55	D-LTC	3688	5348	3780	5482	8703	0
D9E2XX	PROJECT PLANNER II	D61	D-LTC	4270	6191	4377	6346	8703	0
D9F1TX	SCHEDULER	D36	D-LTC	2328	3374	2386	3458	8703	1
E1A1XX	DENTIST I	E10	E-MED	7329	10920	7498	11171	11737	0
E1A2XX	DENTIST II	E11	E-MED	7514	11194	7687	11451	11737	0
E1A3XX	DENTIST III	E12	E-MED	7694	11466	7871	11730	11737	0
E2A1XX	PHYSICIAN I	E13	E-MED	9554	11611	9774	11737	11737	0
E2A2XX	PHYSICIAN II	E15	E-MED	10292	11611	10529	11737	11737	0
E3A1XX	PUB HLTH MED ADMIN I	E13	E-MED	9554	11611	9774	11737	11737	0
E3A2XX	PUB HLTH MED ADMIN II	E14	E-MED	9916	11611	10144	11737	11737	0
G1A2TX	POLICE COMMUNICATION TECH	G38	G-ASR	2420	3582	2473	3661	8703	1
G1A3XX	POLICE COMMUNICATION SUPV	G49	G-ASR	3156	4673	3225	4776	8703	1
G1B2TX	SERVICE DISPATCHER	G31	G-ASR	2037	3011	2082	3077	8703	1
G1C1IX	TELEPHONE OPERATOR INTERN	G16	G-ASR	1416	2094	1447	2140	8703	1
G1C2TX	TELEPHONE OPERATOR I	G20	G-ASR	1560	2311	1594	2362	8703	1
G1C3XX	TELEPHONE OPERATOR II	G26	G-ASR	1806	2673	1846	2732	8703	1
G2A1IX	COMPUTER OPERATOR INTERN	G30	G-ASR	1991	2949	2035	3014	8703	1
G2A2TX	COMPUTER OPERATOR I	G34	G-ASR	2196	3251	2244	3323	8703	1
G2A3XX	COMPUTER OPERATOR II	G42	G-ASR	2669	3948	2728	4035	8703	1

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
G2A4XX	COMPUTER OPER SUPV I	G54	G-ASR	3575	5292	3654	5408	8703	1
G2A5XX	COMPUTER OPER SUPV II	G62	G-ASR	4343	6431	4439	6572	8703	0
G2B1IX	COMPUTER PROD COORD INT	G24	G-ASR	1720	2546	1758	2602	8703	1
G2B2TX	COMPUTER PROD COORD I	G28	G-ASR	1898	2806	1940	2868	8703	1
G2C1IX	CUST SUPPORT INTERN	G44	G-ASR	2802	4146	2864	4237	8703	1
G2C2TX	CUST SUPPORT COORD I	G48	G-ASR	3088	4569	3156	4670	8703	1
G2C3XX	CUST SUPPORT COORD II	G52	G-ASR	3405	5038	3480	5149	8703	1
G2C4XX	CUST SUPPORT COORD III	G58	G-ASR	3941	5833	4028	5961	8703	0
G2D1IX	DATA ENTRY INTERN	G20	G-ASR	1560	2311	1594	2362	8703	1
G2D2TX	DATA ENTRY OPERATOR I	G24	G-ASR	1720	2546	1758	2602	8703	1
G2D3XX	DATA ENTRY OPERATOR II	G30	G-ASR	1991	2949	2035	3014	8703	1
G2D4XX	DATA SPECIALIST	G38	G-ASR	2420	3582	2473	3661	8703	1
G2D5XX	DATA SUPERVISOR	G43	G-ASR	2728	4036	2788	4125	8703	1
G3A1IX	ADMIN ASSISTANT INT	G15	G-ASR	1380	2041	1410	2086	8703	1
G3A2TX	ADMIN ASSISTANT I	G22	G-ASR	1638	2425	1674	2478	8703	1
G3A3XX	ADMIN ASSISTANT II	G30	G-ASR	1991	2949	2035	3014	8703	1
G3A4XX	ADMIN ASSISTANT III	G38	G-ASR	2420	3582	2473	3661	8703	1
G3A5XX	OFFICE MANAGER I	G46	G-ASR	2941	4355	3006	4451	8703	0
G3A6XX	OFFICE MANAGER II	G50	G-ASR	3245	4799	3316	4905	8703	0
G3B2TX	HEARINGS REPORTER	G52	G-ASR	3405	5038	3480	5149	8703	1
G3C2TX	LIBRARY TECHNICIAN I	G34	G-ASR	2196	3251	2244	3323	8703	1
G3C3XX	LIBRARY TECHNICIAN II	G38	G-ASR	2420	3582	2473	3661	8703	1
G3C4XX	LIBRARY TECHNICIAN III	G42	G-ASR	2669	3948	2728	4035	8703	0
G3D1TX	MEDICAL RECORDS TECH I	G37	G-ASR	2355	3486	2407	3563	8703	1
G3D2XX	MEDICAL RECORDS TECH II	G43	G-ASR	2728	4036	2788	4125	8703	1
G3D3XX	MEDICAL RECORDS TECH III	G49	G-ASR	3156	4673	3225	4776	8703	1
G3E1TX	MUSEUM GUIDE	G23	G-ASR	1676	2479	1713	2534	8703	1
G3F1TX	SALES ASSISTANT I	G19	G-ASR	1518	2249	1551	2298	8703	1
G3F2XX	SALES ASSISTANT II	G25	G-ASR	1758	2602	1797	2659	8703	1
G3F3XX	SALES ASSISTANT III	G31	G-ASR	2037	3011	2082	3077	8703	1
G3H1IX	UNEMP INSURANCE TECH INT	G35	G-ASR	2244	3321	2293	3394	8703	1
G3H2TX	UNEMP INSURANCE TECH	G39	G-ASR	2472	3662	2526	3743	8703	1
G3J1IX	STATE SERVICE TRAINEE I	G10	G-ASR	1222	1808	1249	1848	8703	1
G3J2IX	STATE SERVICE TRAINEE II	G14	G-ASR	1348	1994	1378	2038	8703	1
G3J3IX	STATE SERVICE TRAINEE III	G20	G-ASR	1560	2311	1594	2362	8703	1
G3J4IX	STATE SERVICE TRAINEE IV	G26	G-ASR	1806	2673	1846	2732	8703	1
G3J5IX	STATE SERVICE TRAINEE V	G32	G-ASR	2092	3097	2138	3165	8703	1
G4A1TX	COLLECTIONS REP I	G23	G-ASR	1676	2479	1713	2534	8703	1
G4A2XX	COLLECTIONS REP II	G30	G-ASR	1991	2949	2035	3014	8703	1
G4A3XX	COLLECTIONS REP III	G46	G-ASR	2941	4355	3006	4451	8703	0
G4B1IX	DRIVER'S LIC EXAM INT	G27	G-ASR	1847	2733	1888	2793	8703	1
G4B2TX	DRIVER'S LIC EXAM I	G33	G-ASR	2136	3162	2183	3232	8703	1
G4B3XX	DRIVER'S LIC EXAM II	G41	G-ASR	2595	3845	2652	3930	8703	1
G4B4XX	DRIVER'S LIC EXAM III	G47	G-ASR	3007	4448	3073	4546	8703	0
G4B5XX	DRIVER'S LIC EXAM IV	G53	G-ASR	3480	5149	3557	5262	8703	0
H2A1IX	APP PROGRAMMER INTERN	H80	H-PS	2694	4121	2751	4208	8703	0
H2A2TX	APP PROGRAMMER I	H82	H-PS	2968	4542	3030	4637	8703	0

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
H2A3XX	APP PROGRAMMER II	H84	H-PS	3274	5008	3343	5113	8703	0
H2A4XX	APP PROGRAMMER III	H86	H-PS	3609	5521	3685	5637	8703	0
H2A6XX	APP PROGRAMMING MANAGER	H89	H-PS	4836	7399	4938	7554	8703	0
H2B1XX	COMPUTER OPERATIONS MGR	H90	H-PS	5449	8336	5563	8511	8703	0
H2I1IX	IT TECHNICIAN I	H81	H-PS	2827	4327	2886	4418	8703	0
H2I2TX	IT TECHNICIAN II	H83	H-PS	3117	4771	3182	4871	8703	0
H2I3XX	IT PROFESSIONAL I	H85	H-PS	3437	5259	3509	5369	8703	0
H2I4XX	IT PROFESSIONAL II	H87	H-PS	3788	5797	3868	5919	8703	0
H2I5XX	IT PROFESSIONAL III	H88	H-PS	4176	6390	4264	6524	8703	0
H2I6XX	IT PROFESSIONAL IV	H89	H-PS	4836	7399	4938	7554	8703	0
H2I7XX	IT PROFESSIONAL V	H91	H-PS	5721	8610	5841	8703	8703	0
H2I8XX	IT PROFESSIONAL VI	H92	H-PS	6006	8610	6132	8703	8703	0
H2I9XX	IT PROFESSIONAL VII	H93	H-PS	6306	8610	6438	8703	8703	0
H3I1IX	MEDIA SPECIALIST INTERN	H10	H-PS	1690	2588	1725	2642	8703	1
H3I2TX	MEDIA SPECIALIST I	H16	H-PS	1958	2996	1999	3059	8703	1
H3I3XX	MEDIA SPECIALIST II	H22	H-PS	2265	3468	2313	3541	8703	1
H3I4XX	MEDIA SPECIALIST III	H30	H-PS	2752	4213	2810	4301	8703	1
H3I5XX	MEDIA SPECIALIST IV	H34	H-PS	3034	4643	3098	4741	8703	0
H3I6XX	MEDIA SPECIALIST V	H40	H-PS	3515	5375	3589	5488	8703	0
H3U1IX	ARTS TECHNICIAN I	H11	H-PS	1729	2644	1765	2700	8703	1
H3U2TX	ARTS TECHNICIAN II	H17	H-PS	1999	3059	2041	3123	8703	1
H3U3XX	ARTS PROFESSIONAL I	H25	H-PS	2432	3719	2483	3797	8703	1
H3U4XX	ARTS PROFESSIONAL II	H29	H-PS	2680	4099	2736	4185	8703	1
H3U5XX	ARTS PROFESSIONAL III	H35	H-PS	3103	4746	3168	4846	8703	0
H3U6XX	ARTS PROFESSIONAL IV	H41	H-PS	3591	5494	3666	5609	8703	0
H4M1IX	TECHNICIAN I	H16	H-PS	1958	2996	1999	3059	8703	1
H4M2TX	TECHNICIAN II	H22	H-PS	2265	3468	2313	3541	8703	1
H4M3XX	TECHNICIAN III	H27	H-PS	2552	3906	2606	3988	8703	1
H4M4XX	TECHNICIAN IV	H33	H-PS	2955	4521	3017	4616	8703	1
H4M5XX	TECHNICIAN V	H41	H-PS	3591	5494	3666	5609	8703	1
H4N1TX	AIR TRAFFIC CONTRL I	H37	H-PS	3257	4982	3325	5087	8703	1
H4N2XX	AIR TRAFFIC CONTRL II	H41	H-PS	3591	5494	3666	5609	8703	1
H4N3XX	AIR TRAFFIC CONTRL III	H48	H-PS	4272	6533	4362	6670	8703	1
H4O1XX	AIRCRAFT PILOT	H39	H-PS	3419	5233	3491	5343	8703	0
H4P1IX	FINGERPRINT EXAMIN INT	H28	H-PS	2623	4012	2678	4096	8703	1
H4P2TX	FINGERPRINT EXAMINER I	H32	H-PS	2890	4423	2951	4516	8703	1
H4P3XX	FINGERPRINT EXAMINER II	H38	H-PS	3346	5120	3416	5228	8703	1
H4P4XX	FINGERPRINT EXAMINER III	H44	H-PS	3873	5926	3954	6050	8703	0
H4Q1IX	PORT OF ENTRY INTERN	H24	H-PS	2380	3637	2430	3713	8703	1
H4Q2TX	PORT OF ENTRY I	H28	H-PS	2623	4012	2678	4096	8703	1
H4Q3XX	PORT OF ENTRY II	H34	H-PS	3034	4643	3098	4741	8703	1
H4Q4XX	PORT OF ENTRY III	H38	H-PS	3346	5120	3416	5228	8703	0
H4R1XX	PROGRAM ASSISTANT I	H26	H-PS	2497	3821	2549	3901	8703	0
H4R2XX	PROGRAM ASSISTANT II	H31	H-PS	2815	4303	2874	4393	8703	0
H4S1IX	STATE SERV PROF TRAIN I	H22	H-PS	2265	3468	2313	3541	8703	0
H4S2IX	STATE SERV PROF TRAIN II	H27	H-PS	2552	3906	2606	3988	8703	0
H4T1IX	STUDENT TRAINEE I	H18	H-PS	2055	3145	2098	3211	8703	1

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CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
H4T2IX	STUDENT TRAINEE II	H22	H-PS	2265	3468	2313	3541	8703	1
H4T3IX	STUDENT TRAINEE III	H26	H-PS	2497	3821	2549	3901	8703	1
H4T4IX	STUDENT TRAINEE IV	H31	H-PS	2815	4303	2874	4393	8703	1
H5A2TX	ADMIN LAW JUDGE I	H57	H-PS	5306	8115	5417	8285	8703	0
H5A3XX	ADMIN LAW JUDGE II	H58	H-PS	5449	8338	5563	8513	8703	0
H5A4XX	ADMIN LAW JUDGE III	H59	H-PS	5570	8522	5687	8701	8703	0
H5A5XX	ADMIN LAW JUDGE IV	H63	H-PS	6138	8610	6267	8703	8703	0
H5E1XX	LEGAL ASSISTANT I	H31	H-PS	2815	4303	2874	4393	8703	0
H5E2XX	LEGAL ASSISTANT II	H37	H-PS	3257	4982	3325	5087	8703	0
H5F1IX	HEARINGS OFFICER I	H33	H-PS	2955	4521	3017	4616	8703	0
H5F2TX	HEARINGS OFFICER II	H45	H-PS	3959	6057	4042	6184	8703	0
H5F3XX	HEARINGS OFFICER III	H51	H-PS	4583	7011	4679	7158	8703	0
H6G1IX	GENERAL PROFESSIONAL I	H26	H-PS	2497	3821	2549	3901	8703	0
H6G2TX	GENERAL PROFESSIONAL II	H31	H-PS	2815	4303	2874	4393	8703	0
H6G3XX	GENERAL PROFESSIONAL III	H37	H-PS	3257	4982	3325	5087	8703	0
H6G4XX	GENERAL PROFESSIONAL IV	H45	H-PS	3959	6057	4042	6184	8703	0
H6G5XX	GENERAL PROFESSIONAL V	H51	H-PS	4583	7011	4679	7158	8703	0
H6G6XX	GENERAL PROFESSIONAL VI	H55	H-PS	5052	7729	5158	7891	8703	0
H6G7XX	GENERAL PROFESSIONAL VII	H57	H-PS	5306	8115	5417	8285	8703	0
H6G8XX	MANAGEMENT	H99	H-PS	5570	8610	5687	8703	8703	0
H6H1TX	ARCHIVIST I	H26	H-PS	2497	3821	2549	3901	8703	0
H6H2XX	ARCHIVIST II	H31	H-PS	2815	4303	2874	4393	8703	0
H6I1XX	CHAPLAIN I	H41	H-PS	3591	5494	3666	5609	8703	0
H6I2XX	CHAPLAIN II	H43	H-PS	3770	5770	3849	5891	8703	0
H6J1IX	COMP INSURANCE INTERN	H26	H-PS	2497	3821	2549	3901	8703	0
H6J2TX	COMP INSURANCE SPEC I	H31	H-PS	2815	4303	2874	4393	8703	0
H6J3XX	COMP INSURANCE SPEC II	H37	H-PS	3257	4982	3325	5087	8703	0
H6J4XX	COMP INSURANCE SPEC III	H45	H-PS	3959	6057	4042	6184	8703	0
H6J5XX	COMP INSURANCE SPEC IV	H51	H-PS	4583	7011	4679	7158	8703	0
H6J6XX	COMP INSURANCE SPEC V	H55	H-PS	5052	7729	5158	7891	8703	0
H6J7XX	COMP INSURANCE SPEC VI	H57	H-PS	5306	8115	5417	8285	8703	0
H6K1IX	COMPL INVESTIGATOR INT	H31	H-PS	2815	4303	2874	4393	8703	0
H6K2TX	COMPL INVESTIGATOR I	H37	H-PS	3257	4982	3325	5087	8703	0
H6K3XX	COMPL INVESTIGATOR II	H45	H-PS	3959	6057	4042	6184	8703	0
H6K4XX	COMPL INVESTIGATOR III	H51	H-PS	4583	7011	4679	7158	8703	0
H6L1XX	CORRL ACCOUNT SALES REP	H37	H-PS	3257	4982	3325	5087	8703	0
H6M1XX	FOOD SERV MGR I	H31	H-PS	2815	4303	2874	4393	8703	0
H6M2XX	FOOD SERV MGR II	H37	H-PS	3257	4982	3325	5087	8703	0
H6M3XX	FOOD SERV MGR III	H45	H-PS	3959	6057	4042	6184	8703	0
H6M4XX	FOOD SERV MGR IV	H51	H-PS	4583	7011	4679	7158	8703	0
H6N1IX	LABOR/EMPLOY SPEC INT	H26	H-PS	2497	3821	2549	3901	8703	0
H6N2TX	LABOR/EMPLOYMENT SPEC I	H31	H-PS	2815	4303	2874	4393	8703	0
H6N3XX	LABOR/EMPLOYMENT SPEC II	H37	H-PS	3257	4982	3325	5087	8703	0
H6N4XX	LABOR/EMPLOYMENT SPEC III	H45	H-PS	3959	6057	4042	6184	8703	0
H6N5XX	LABOR/EMPLOYMENT SPEC IV	H51	H-PS	4583	7011	4679	7158	8703	0
H6N6XX	LABOR/EMPLOYMENT SPEC V	H55	H-PS	5052	7729	5158	7891	8703	0
H6O1XX	LOTTERY SALES REP I	H26	H-PS	2497	3821	2549	3901	8703	1

Proposed Compensation Plan Pay Structure for FY 05-06

CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
H6O2XX	LOTTERY SALES REP II	H31	H-PS	2815	4303	2874	4393	8703	0
H6O3XX	LOTTERY SALES REP III	H37	H-PS	3257	4982	3325	5087	8703	0
H6P1TX	PARK MANAGER I	H26	H-PS	2497	3821	2549	3901	8703	1
H6P2XX	PARK MANAGER II	H31	H-PS	2815	4303	2874	4393	8703	1
H6P3XX	PARK MANAGER III	H37	H-PS	3257	4982	3325	5087	8703	0
H6P4XX	PARK MANAGER IV	H43	H-PS	3770	5770	3849	5891	8703	0
H6P5XX	PARK MANAGER V	H51	H-PS	4583	7011	4679	7158	8703	0
H6P6XX	PARK MANAGER VI	H55	H-PS	5052	7729	5158	7891	8703	0
H6Q1XX	RECORDS ADMINISTRATOR I	H40	H-PS	3515	5375	3589	5488	8703	1
H6Q2XX	RECORDS ADMINISTRATOR II	H46	H-PS	4066	6221	4151	6352	8703	0
H6R1IX	REHABILITATION INTERN	H31	H-PS	2815	4303	2874	4393	8703	1
H6R2TX	REHABILITATION COUNS I	H37	H-PS	3257	4982	3325	5087	8703	0
H6R3XX	REHABILITATION COUNS II	H41	H-PS	3591	5494	3666	5609	8703	0
H6R4XX	REHABILITATION SUPV I	H49	H-PS	4366	6676	4458	6816	8703	0
H6R5XX	REHABILITATION SUPV II	H53	H-PS	4812	7360	4913	7515	8703	0
H6S1TX	SALES MANAGER I	H26	H-PS	2497	3821	2549	3901	8703	0
H6S2XX	SALES MANAGER II	H31	H-PS	2815	4303	2874	4393	8703	0
H6S3XX	SALES MANAGER III	H37	H-PS	3257	4982	3325	5087	8703	0
H6S4XX	STORE MANAGER	H45	H-PS	3959	6057	4042	6184	8703	0
H6T1XX	STAFF ACCOMPANIST	H26	H-PS	2497	3821	2549	3901	8703	0
H6U1TX	WILDLIFE MANAGER I	H28	H-PS	2623	4012	2678	4096	8703	0
H6U2XX	WILDLIFE MANAGER II	H33	H-PS	2955	4521	3017	4616	8703	0
H6U3XX	WILDLIFE MANAGER III	H39	H-PS	3419	5233	3491	5343	8703	0
H6U4XX	WILDLIFE MANAGER IV	H47	H-PS	4155	6360	4242	6494	8703	0
H6U5XX	WILDLIFE MANAGER V	H53	H-PS	4812	7360	4913	7515	8703	0
H6U6XX	WILDLIFE MANAGER VI	H57	H-PS	5306	8115	5417	8285	8703	0
H6V1TX	YOUTH SERV COUNSELOR I	H37	H-PS	3257	4982	3325	5087	8703	1
H6V2XX	YOUTH SERV COUNSELOR II	H41	H-PS	3591	5494	3666	5609	8703	1
H6V3XX	YOUTH SERV COUNSELOR III	H47	H-PS	4155	6360	4242	6494	8703	0
H6V5XX	YOUTH SERV ADMIN	H55	H-PS	5052	7729	5158	7891	8703	0
I1A1TX	ACTUARY I	I34	I-PSE	4255	6509	4366	6678	8703	0
I1A2XX	ACTUARY II	I36	I-PSE	4468	6836	4584	7014	8703	0
I1A3XX	ACTUARY III	I43	I-PSE	5313	8128	5451	8339	8703	0
I1A4XX	ACTUARY IV	I47	I-PSE	5860	8610	6012	8703	8703	0
I1B1TX	STATISTICAL ANALYST I	I23	I-PSE	3263	4991	3348	5121	8703	0
I1B2XX	STATISTICAL ANALYST II	I30	I-PSE	3860	5904	3960	6058	8703	0
I1B3XX	STATISTICAL ANALYST III	I39	I-PSE	4818	7372	4943	7564	8703	0
I1B4XX	STATISTICAL ANALYST IV	I43	I-PSE	5313	8128	5451	8339	8703	0
I2A2TX	DESIGNER/PLANNER	I29	I-PSE	3776	5779	3874	5929	8703	0
I2A3XX	ARCHITECT I	I34	I-PSE	4255	6509	4366	6678	8703	0
I2A4XX	ARCHITECT II	I40	I-PSE	4926	7538	5054	7734	8703	0
I2A5XX	ARCHITECT III	I44	I-PSE	5431	8307	5572	8523	8703	0
I2B1TX	ELECTRONIC ENGINEER I	I38	I-PSE	4691	7176	4813	7363	8703	0
I2B2XX	ELECTRONIC ENGINEER II	I42	I-PSE	5172	7914	5306	8120	8703	0
I2B3XX	ELECTRONIC ENGINEER III	I46	I-PSE	5702	8610	5850	8703	8703	0
I2B4XX	ELECTRONIC ENGINEER IV	I50	I-PSE	6285	8610	6448	8703	8703	0
I2C1I*	ENGINEER-IN-TRAINING I	I25	I-PSE	3426	5240	3515	5376	8703	0

Proposed Compensation Plan Pay Structure for FY 05-06

CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
I2C2T*	ENGINEER-IN-TRAINING II	I30	I-PSE	3860	5904	3960	6058	8703	0
I2C3**	ENGINEER-IN-TRAINING III	I34	I-PSE	4255	6509	4366	6678	8703	0
I2C4**	PROFESSIONAL ENGINEER I	I37	I-PSE	4589	7022	4708	7205	8703	0
I2C5**	PROFESSIONAL ENGINEER II	I44	I-PSE	5431	8307	5572	8523	8703	0
I2C6**	PROFESSIONAL ENGINEER III	I53	I-PSE	6782	8610	6958	8703	8703	0
I2C7**	PROFESSIONAL ENGINEER IV	I57	I-PSE	7476	8610	7670	8703	8703	0
I2D1IX	LANDSCAPE ARCHITECT INT	I25	I-PSE	3426	5240	3515	5376	8703	0
I2D2TX	LANDSCAPE ARCHITECT I	I29	I-PSE	3776	5779	3874	5929	8703	0
I2D3XX	LANDSCAPE ARCHITECT II	I34	I-PSE	4255	6509	4366	6678	8703	0
I2D4XX	LANDSCAPE ARCHITECT III	I40	I-PSE	4926	7538	5054	7734	8703	0
I3A1I*	ENVIRON PROTECT INTERN	I21	I-PSE	3107	4753	3188	4877	8703	0
I3A2T*	ENVIRON PROTECT SPEC I	I27	I-PSE	3597	5501	3691	5644	8703	0
I3A3**	ENVIRON PROTECT SPEC II	I33	I-PSE	4164	6369	4272	6535	8703	0
I3A4**	ENVIRON PROTECT SPEC III	I39	I-PSE	4818	7372	4943	7564	8703	0
I3A5**	ENVIRON PROTECT SPEC IV	I44	I-PSE	5431	8307	5572	8523	8703	0
I3A6**	ENVIRON PROTECT SPEC V	I48	I-PSE	5988	8610	6144	8703	8703	0
I3B1I*	PHY SCI RES/SCIENTIST INT	I21	I-PSE	3107	4753	3188	4877	8703	0
I3B2T*	PHY SCI RES/SCIENTIST I	I27	I-PSE	3597	5501	3691	5644	8703	0
I3B3**	PHY SCI RES/SCIENTIST II	I33	I-PSE	4164	6369	4272	6535	8703	0
I3B4**	PHY SCI RES/SCIENTIST III	I39	I-PSE	4818	7372	4943	7564	8703	0
I3B5**	PHY SCI RES/SCIENTIST IV	I44	I-PSE	5431	8307	5572	8523	8703	0
I3B6**	PHY SCI RES/SCIENTIST V	I48	I-PSE	5988	8610	6144	8703	8703	0
I5A1TX	AIR ENVIRON SYS TECH I	I28	I-PSE	3675	5623	3771	5769	8703	1
I5A2XX	AIR ENVIRON SYS TECH II	I34	I-PSE	4255	6509	4366	6678	8703	0
I5C1**	CIVIL ENG PROJ MANAGER I	I28	I-PSE	3675	5623	3771	5769	8703	0
I5C2**	CIVIL ENG PROJ MANAGER II	I32	I-PSE	4053	6201	4158	6362	8703	0
I5D1**	ENGR/PHYS SCI TECH I	I19	I-PSE	2959	4528	3036	4646	8703	1
I5D2**	ENGR/PHYS SCI TECH II	I22	I-PSE	3176	4858	3259	4984	8703	0
I5D3**	ENGR/PHYS SCI TECH III	I26	I-PSE	3501	5356	3592	5495	8703	0
I5E1IX	ELECTRONICS SPEC INTERN	I10	I-PSE	2369	3624	2431	3718	8703	1
I5E2TX	ELECTRONICS SPEC I	I16	I-PSE	2743	4198	2814	4307	8703	1
I5E3XX	ELECTRONICS SPEC II	I22	I-PSE	3176	4858	3259	4984	8703	1
I5E4XX	ELECTRONICS SPEC III	I28	I-PSE	3675	5623	3771	5769	8703	0
I5E5XX	ELECTRONICS SPEC IV	I34	I-PSE	4255	6509	4366	6678	8703	0
I9A1TX	LABORATORY COORD I	I18	I-PSE	2881	4406	2956	4521	8703	1
I9A2XX	LABORATORY COORD II	I24	I-PSE	3335	5101	3422	5234	8703	1
I9A3XX	LABORATORY COORD III	I31	I-PSE	3965	6066	4068	6224	8703	1
I9B1IX	LAND SURVEY INTERN I	I11	I-PSE	2435	3725	2498	3822	8703	1
I9B2TX	LAND SURVEY INTERN II	I21	I-PSE	3107	4753	3188	4877	8703	1
I9B3XX	PROF LAND SURVEYOR I	I32	I-PSE	4053	6201	4158	6362	8703	0
I9B4XX	PROF LAND SURVEYOR II	I36	I-PSE	4468	6836	4584	7014	8703	0
J1A1*B	TEACHER I	J26	J-T	3209	4620	3276	4717	8703	0
J1A1*C	TEACHER I	J28	J-T	3334	5401	3404	5514	8703	0
J1A1*D	TEACHER I	J31	J-T	3432	5937	3504	6062	8703	0
J1A1*E	TEACHER I	J33	J-T	3604	6234	3680	6365	8703	0
J1A1*F	TEACHER I	J38	J-T	4212	7286	4300	7439	8703	0
J1A1*H	TEACHER I	J26	J-T	3209	4620	3276	4717	8703	0

Proposed Compensation Plan Pay Structure for FY 05-06

CLASS	TITLE	GRADE	OCC	MIN7104	MAX7104	MIN7105	MAX7105	LID7105	PAYDIFF
J1A1*I	TEACHER I	J28	J-T	3334	5401	3404	5514	8703	0
J1A1*J	TEACHER I	J31	J-T	3432	5937	3504	6062	8703	0
J1A1*K	TEACHER I	J33	J-T	3604	6234	3680	6365	8703	0
J1A1*L	TEACHER I	J38	J-T	4212	7286	4300	7439	8703	0
J1A2*A	TEACHER II	J38	J-T	4212	7286	4300	7439	8703	0
J1A2*G	TEACHER II	J38	J-T	4212	7286	4300	7439	8703	0
J1A3*A	TEACHER III	J42	J-T	4643	8031	4741	8200	8703	0
J1A3*G	TEACHER III	J42	J-T	4643	8031	4741	8200	8703	0
J2A1XX	TEACHER AIDE	J10	J-T	1993	2869	2035	2929	8703	0
J2B1TX	CHILD CARE AIDE	J11	J-T	1541	2295	1573	2343	8703	1
J2B2XX	EARLY CHILDHOOD EDUC I	J15	J-T	1698	2533	1734	2586	8703	1
J2B3XX	EARLY CHILDHOOD EDUC II	J19	J-T	1874	2793	1913	2852	8703	1
P1A1XX	TEMPORARY AIDE	P10	P-TEM	893	8610	893	8703	8703	0

SELF-FUNDING THE STATE'S GROUP MEDICAL AND DENTAL PLANS

The state self-funded its group medical and dental plans prior to calendar year 2000. Unique market conditions at the time saved the state millions of dollars by transitioning to a fully insured environment. The health care industry is cyclical in nature and it has become increasingly apparent that the state, like most large employers, should return to self-funding its group medical and dental plans.

2004 market data shows that 44% of surveyed employers self-fund their medical plans (MSEC). The State Auditor's *Report on Employee Benefits*, dated June 2003, notes that: "According to a 2002 survey conducted by William M. Mercer, 32% of government plan sponsors self-fund HMO coverage and 64% self-fund PPO coverage. Among all large employers, 9% self-insured their HMO coverage in 2002 and 92% self-funded their PPO plans."

Section 24-50-604(1)(l), C.R.S., permits the Director to operate self-funded group benefit plans, "if feasible." The Division of Human Resources (DHR), which administers the group benefit plans, created a multidisciplinary taskforce to further analyze the feasibility of self-funding. The taskforce, which consisted of state benefits, budget and compensation professionals, as well as private consulting actuaries, carefully analyzed the practical, financial, and operational readiness of the state to return to self-funding. Consistent with the audit report and the analysis of the taskforce, the Department makes the following recommendations:

- **The state should actively pursue self-funding of its group medical and dental plans to gain greater control, have the flexibility to maximize options, enable better cost management that should result in lower cost increases in the future, and provide more competitive group benefit plans.** Through the proposed self-funding program, the state will establish plan-funding levels comparable to the market and will fully account for liabilities associated with the transition and the ongoing financial solvency of the program. Employees will not be charged an additional assessment to cover the reserve; rather, the incurred but not paid (IBNP) claims throughout the first year of implementation will provide the reserve *without new appropriation from the General Assembly*. Two independent consulting actuaries have reached this same conclusion. The Department recently issued a Request For Proposals soliciting both self-funded and fully insured proposal for new plan designs. These plan designs provide a greater range of choices for state employees over current plans, including the opportunity to take advantage of Health Savings Accounts.
- **The state should also establish over the first two to three years of the program a 5 percent (approximately \$4 million) premium stabilization reserve,** also known as a contingency margin or claims fluctuation reserve. This conservative approach is consistent with section 24-50-613(3), C.R.S., calling for premium stabilization reserves to cover short-term liabilities and unexpected claims fluctuations with cash assets. This approach also considers the restraints of the state budgetary cycle, anticipates an appropriate target fund balance, and mirrors the recommendation of the June 2003 benefits audit report. The state can effectively fund the contingency margin by retaining a premium structure that is comparable to fully insured rates

and reinvesting into reserves the anticipated cost-avoidance of fully insured profit margins (approximately 2% of premium).

- **The state should purchase stop-loss protection or reinsurance** to further protect against an unusual amount of catastrophic claims or other actuarial anomalies. Stop-loss coverage is purchased from an insurance company and protects the self-funded plan against claims experience significantly different from actuarial norms. Initially, a conservative level of \$50,000 to \$100,000 of individual stop-loss coverage is recommended, meaning that once a covered individual's claim exceeded the established cap in a plan year, the stop-loss carrier reimburses the excess. This approach addresses the risk of several catastrophic claims early in the self-funded plan.
- **The state should also self-fund its group dental plans.** The associated risk with self-funding dental is less than that of medical, and the benefits and financial feasibility are similar to those outlined about medical. Again, this is consistent with the audit report and the analysis of the taskforce.
- **The state should transition to self-funded group medical and dental plans as soon as possible, and preferably on July 1, 2005, and commencing with a Fiscal-Year cycle.** The earlier that the transition to self-funding occurs, the earlier the benefits of self-funding can be realized. The taskforce analyzed the feasibility of moving group benefit plans to a fiscal year cycle in order to line up the HLD appropriation with the other components of total compensation funding. State employee benefits are currently budgeted on a calendar year basis, while all other statewide common policies are budgeted on a fiscal year basis. These two timeframes for budgeting statewide common policies add another level of complexity to an already complicated and detailed process. Further, salaries are adjusted on a fiscal year basis. Therefore, it maybe more convenient for a majority of employees if all of the total compensation adjustments (salary and benefits) occurred at the same time.

(Note: Also see the next section for a more comprehensive discussion on fiscal year budgeting for group benefit plans.)

MOVING GROUP BENEFIT PLANS TO A FISCAL YEAR CYCLE: THE VALUE OF ALIGNING ALL THREE COMPONENTS OF TOTAL COMPENSATION

The Department recommends that the state move its employee benefit plans from a calendar year to a fiscal year cycle. The state's health, life and dental plans for employees are currently on a calendar year basis. Health insurance contracts are in the final year of a 5-year award. In the process of planning the future of health coverage for state employees the Department questioned everything, including the possibility of moving the employee benefit plans to a fiscal year basis. While continuing to study the pros and cons of a fiscal year cycle, the Department obtained legislative authority to make such a change. House Bill 04-1449 permits the Executive Director of the Department to establish the benefits plan year.

The Department has now completed its analysis and recommends the state switch the benefit plans to a fiscal year cycle commencing July 1, 2005. Creating a fiscal year cycle for state employee group benefit plans is a sound policy that complements the budget process for total compensation (salaries, performance-based pay and benefits). Aligning the three major components of the total compensation program not only simplifies the planning, budgeting and appropriation process, it also enables employees to see the combined value of their total compensation for the coming year when making benefits elections, empowering their personal financial decisions. The following advantages and challenges have been accounted for in this recommendation.

Total compensation philosophy

Changing benefits to a fiscal year cycle reinforces the state's movement toward a more comprehensive and flexible total compensation philosophy. This will help the state meet its statutory obligation to provide competitive total compensation in order to recruit and retain a qualified workforce. A single date for funding availability and program operation enables the Department to design and deliver a total compensation package that, on balance, benefits the majority of the workforce, and positions the state to be a more competitive employer.

Tax - advantaged products

Tax law permits salary reduction elections and Health Care Flexible Spending Accounts to be applied on a fiscal year basis. While federal tax law imposes calendar year limits on Dependant Care Flexible Spending Accounts, this does not prohibit a fiscal year cycle. In addition, the Department would like to offer employees a Health Savings Account (HSA)-qualified, high-deductible health plan so they have the opportunity to participate in health savings accounts. The fiscal year change will allow the Department to offer an HSA-eligible health plan design as soon as July 1, 2005.

Can central payroll track this without additional resources?

Central payroll staff indicates that the payroll system is capable of tracking and ensuring tax compliance on a fiscal year basis with minor modifications having no fiscal impact. The Colorado Community College System currently uses central payroll to successfully implement its faculty benefit plans on a fiscal year basis.

What about employees or their spouses who have access to plans on a calendar year basis?

Many employer benefit plans are already on a cycle other than the calendar year, and affected families face decisions at different times of the year about which plan to choose. As is the case with other employer cafeteria benefit plans, the state's plan documents allow employees to add or drop coverage based on a qualified family status change, which includes switching to or from a spouse's plan on a different cycle. While we do not encourage plan shopping, the state's benefit plans already face this challenge; moving to a fiscal year will align some families' choices to the same cycle and change other families to a different cycle. Further, consistent with last year's audit report on employee benefits, the Department will review the circumstances under which employees may drop or add coverage for reasons other than a family status change, in order to reduce adverse selection against the plans.

What will the Department do for the transition period - January 1, 2005 to June 30, 2005?

The Department has conducted initial discussions with current carriers on a transition plan period and has encountered no objections. Every effort has been made to minimize adverse impacts to employees within the available funding. HMOs are less affected by this change due to the co-pay structure without deductibles. In the PPO plan, we will only make simple modifications to the plan designs, such as cutting deductibles and maximum out-of-pocket limits in half, while preserving annualized benefit caps. These modifications will simplify the transition and increase the value of the plans for the overall time period (18 months) at minimal or no cost. In fact, preliminary negotiations with carriers indicate flat or reduced rates for January 2005 for all but one HMO. Increased rates in one particular HMO are based on factors unrelated to the short plan year transition. The Department will have a passive open enrollment this fall and an active enrollment in the spring of 2005, and is developing a robust communication plan to assist employees with the transition.

FOUR-TIER PREMIUM STRUCTURE

As pointed out in the State Auditor's *Report on Employee Benefits* in 2003, the state's current 3-tier structure (Employee Only, Employee + 1, and Employee + 2 or More Dependents) is not as common as a four-tier rate structure used by most large employers (Employee Only, Employee + Spouse, Employee + Child(ren), and Employee + Spouse + Child(ren)). The Department responded to the audit recommendation by agreeing to evaluate the merits of converting to a 4-tier structure.

Market Health Tier Relativity

From the premium rate and contribution dollars published by MSEC, weighted tier relativity for health plans (using the number of firms reporting information for a tier as the weighting factor) was compiled as follows.

Tier	Total Premium Relativity
Employee	1
Employee + Spouse	2.06
Employee + Child(ren)	1.92
Family	2.92

Market Dental Tier Relativity

The market shows slightly different relativities for dental plan tiers.

Tier	Total Premium Relativity
Employee	1
Employee + Spouse	1.92
Employee + Child(ren)	2.14
Family	3

Conclusion

In the market, a four-tier structure recognizes a significant risk differential between a child and an adult. In our current structure, the premium is the same for two adults as it is for one adult and one child. In the market, health care premiums are higher for the Employee + Spouse tier than for the Employee + Child(ren) tier. For dental care, the opposite is true. In effect, the state's current three-tier rate structure for health care premiums assessed on children is subsidizing premiums for adults. The four-tier structure mitigates this effect.

ELIGIBILITY FOR GROUP BENEFITS

In general, as reported by MSEC, most organizations allow employees to opt-out of health coverage; however, 86% of these organizations do not grant cash in lieu of health coverage for these employees. In terms of the service requirement for eligibility in health plans, the majority of organizations allow eligibility immediately on hire or on the first day of the month following 30 days of employment. The state practice is for coverage to begin the first of the month following hire.

Sixty-five percent of 275 companies consider working at least 20 hours per week as regular part-time status and eligible for benefits. Organizations vary in their employer’s contributions for part-time employee benefits (data available for single plan enrollment only). The following table summarizes pay practices for part-time employee benefit eligibility reported from 243 organizations.

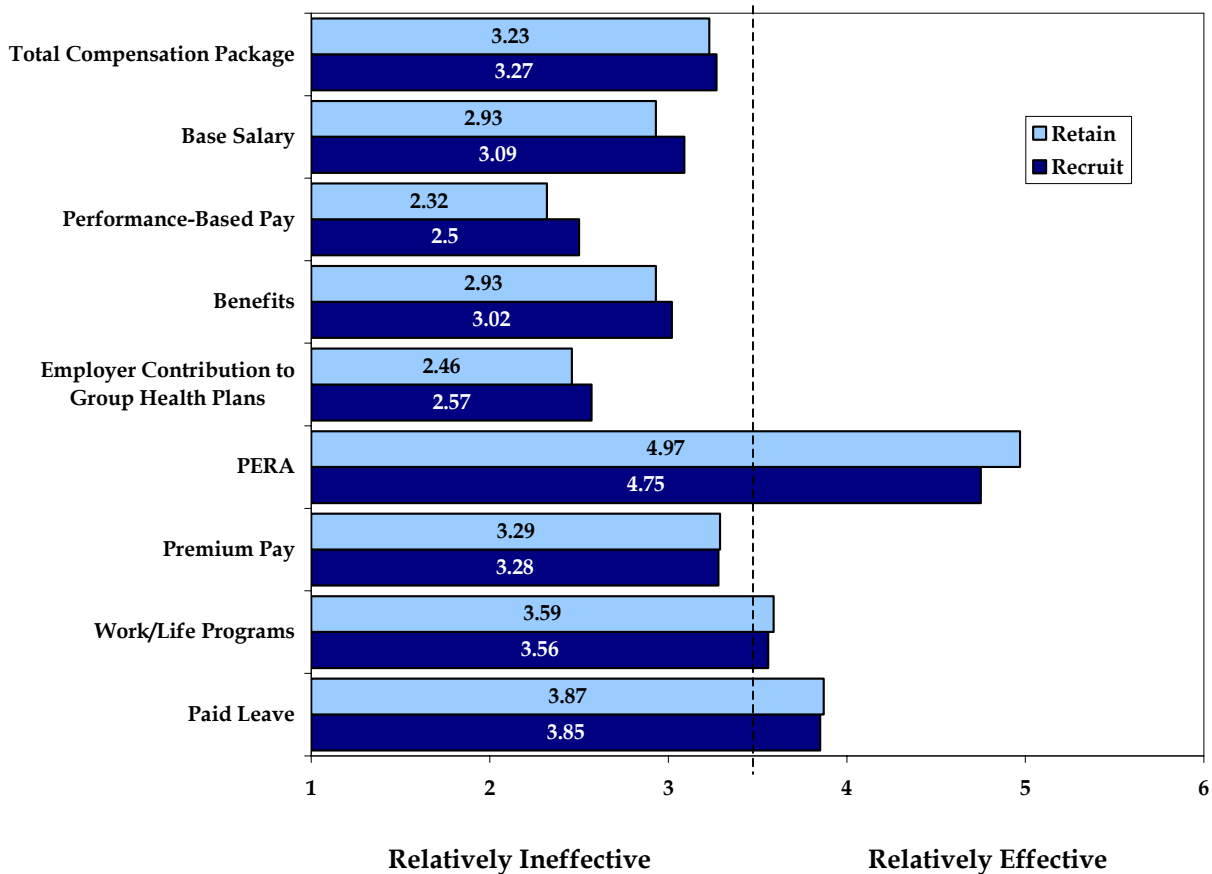
Market Employer Contribution Policy for Part-time Employees	243 Organizations
100% Organization paid	11%
Prorated based on hours worked	21%
Shared by employer and employees - same as full-time	27%
Shared equally by employer and employees	12%
Shared by employer and employees - flat dollars	17%
100% Employee paid	3%

The state’s current eligibility provisions, i.e., a minimum of eight hours per month to be eligible for benefit plans, are not comparable with the market practice. Senate Bill 04-008 authorizes the Director to adopt procedures to determine eligibility and the percentage of the state’s contribution to health benefits for all part-time employees hired on or after January 1, 2005. The Division will conduct a more comprehensive study of benefit eligibility and employer contribution to develop policy recommendations, and assess the impact on the benefit plans and the state workforce as a whole.

EFFECTIVENESS OF THE STATE'S TOTAL COMPENSATION PACKAGE ON RECRUITMENT AND RETENTION OF QUALIFIED WORKERS

In order to fulfill the Department of Personnel's (DPA's) response to the State Auditor's 2003 total compensation annual survey performance audit, DHR conducted an electronic survey of state managers, supervisors, and human resources (HR) administrators to evaluate the effectiveness of the state's total compensation package on recruiting and retaining qualified workers. Another survey of employees will be conducted during this fiscal year to complete this assessment. Five hundred thirty-seven managers, supervisors, and HR administrators responded to the survey. These participants rated the total compensation package, as a whole, as slightly ineffective in recruitment and retention. However, they rated PERA as effective, and paid leave and work-life programs as slightly effective. Because the midpoint of this scale is 3.5, averages greater than the midpoint reflect relative effectiveness, and those less than the midpoint reflects relative ineffectiveness.

Effectiveness Averages for the State's Total Compensation Package By Component



Effectiveness scale:

- | | |
|------------------------|--------------------------|
| 6 = Very Effective | 3 = Slightly Ineffective |
| 5 = Effective | 2 = Ineffective |
| 4 = Slightly Effective | 1 = Very Ineffective |

Occupational Comparisons

DHR also measured results based on respondents' assigned occupational groups and types of positions. There were no statistically significant differences among different occupational groups. In general, HR administrators rated components higher than managers and supervisors. For both recruiting and retention, HR administrators considered the following components slightly effective: paid leave, premium pay, work-life, and base pay; while managers and supervisors rated paid leave, and work-life as slightly effective. Both groups rated retirement as effective.

Conclusion

Overall, participants consistently report retirement benefits effective for both recruitment and retention, which makes the retirement component not a key factor differentiating response variance among the participants. For the purposes of improving the state's total compensation program, responses from the survey identified four components of total compensation - benefits, paid leave, base salary, and performance pay - as being the key components that would predict how participants rate the overall effectiveness of the total compensation package for recruitment. Six components were identified for retention: base salary, benefits, paid leave, state's benefit contribution, performance pay, and premium pay.

While this survey represents two segments of the state workforce, a separate survey of all employees and a standard exit interview process will provide a comprehensive measurement of the effectiveness of the state's total compensation package. Once the full employee survey analysis is completed and data from the standardized exit interview process become available, the state can better identify the components that are impacting recruitment and retention and take the appropriate steps to improve these components.

PERFORMANCE PAY IN THE MARKET

The published surveys used in these findings on performance pay are the annual Hewitt 2003 Variable Compensation Measurement (VCM™) Report, the Mountain States Employers' Council (MSEC), and the Colorado Municipal League (CML).

Findings

The Hewitt 2003 VCM™ Report is one of the more comprehensive national reports covering a wide variety of types of variable pay. One of those, cash variable pay plans, provided the following types of information that has relevance to performance pay. A large majority (78%) of the participants (144 and mostly private sector firms) reported their cash variable plans had helped business results to some degree. Among the most common performance objectives of these types of plans were: communicating business objectives, increasing revenue and/or sales, and increasing the competitiveness of the employer's compensation program. Other types of summary data provided include the following.

- Eighty (80) percent communicate the targets to the employees.
- Quarterly updates are the most common frequency of update.
- Awards are most often (64% of participants) expressed as a percent of base pay.
- Awards are usually paid on an annual (12 months) basis.
- Funding usually occurs at the corporate level versus a lower organizational level.

For this report, actual payouts in the national market compared to state awards as shown below.

VCM™ National Cash Variable Pay Plan Awards		State Awards
Salary range *	Actual %	Actual %
20,000 – 29,000	3.60%	1.1% (plus 2% market salary increase for all eligible employees)
30,000 – 39,000	4.10%	
40,000 – 49,000	5.00%	
50,000 – 59,000	5.30%	
60,000 – 69,000	6.40%	
70,000 – 79,000	8.00%	
80,000 – 89,000	9.00%	
90,000 – 99,000	10.0%	

* Most common salary levels in state personnel system.

The MSEC 2004 *Front Range Briefing* reported that the overall average salary increase (including performance pay) for average performers was 3.2% in 2003 and was projected to be the same for 2004. It projected the 2005 increase to be 3.5%. The data represents both private and public sector entities.

The CML 2004 *Benchmark Employee Compensation Report* provides salary and benefit data for many of the cities and counties in Colorado. It shows that 25 jurisdictions reported having performance pay systems. The sizes of these public jurisdictions vary from a low of 42 employees to a high of 2,735 employees. These 25 jurisdictions reported an average increase of 3.18% in employee's salary with a range of zero percent to a high of 12.25% for one jurisdiction. Sixteen jurisdictions reported percentage increases between 2% to 4%, so these performance increases showed a strong consistency between many of these jurisdictions.

Conclusion

From the above local market information, DPA found that the overall salary increase for average performers was 3.2% of base salaries; with one source projecting the 2005 increase to be 3.5%.

RANGE MINIMUM

DPA reviewed the distribution of employees' salaries within their salary ranges and analyzed employee salary progression. The group of employees at the lower end of the salary structure is a result of lack of employee salary increases over the last three years while the salary structure minimum and maximum values have, for the most part, continued to be increased with the prevailing market. This "slippage" is shown below.

Comparison of Salary Structure Increase to Actual Salary Increase

Year	Average salary increase*	All Occupational Groups		Health Care Occupational Group - Most Drastic Slippage	
		Average Range Increase	Average Slippage	Range Increase	Slippage
FY03	0.88%	4.70%	-3.82%	6.10%	-5.22%
FY04	0%	3.40%	-3.40%	6.70%	-6.70%
FY05	3.10%	3.00%	-0.10%	5.10%	-2.00%
			-7.32%		-13.22%

Inability to effectively move employees upward through the pay ranges can become a significant retention problem over time if not addressed. With little chance for significant increase in salary budgets, the Director asked the Division of Human Resources (DHR) to investigate the feasibility of salary structure changes as a short-term solution to this issue.

With the statutory saved pay provision, reducing salary range maximums would do little to narrow this gap. DHR concluded that the salary range minimums could be raised slowly over the next few years as a means of moving employees at the lower end of the salary structure upwards. For FY 2005-2006, the minimum rates could be increased by 1% to push employees at the lower end of the salary range slightly upwards. The additional cost of this adjustment for all appropriated (general funds only) positions in the general government agencies is approximately \$253,106. Further study is needed to explore other long-term alternatives to better solve this issue if cash compensation funding remains limited and below prevailing levels in future years.