



February 19, 2015

The Honorable Thomas M. Bakk  
Majority Leader  
Minnesota State Senate  
232 Capitol Building  
St. Paul, MN 55155

The Honorable Kurt Daudt  
Speaker of the Minnesota House  
463 State Office Building  
St. Paul, MN 55155

The Honorable David W. Hann  
Minority Leader  
Minnesota State Senate  
147 State Office Building  
St. Paul, MN 55155

The Honorable Paul Thissen  
Minority Leader  
Minnesota House of Representatives  
267 State Office Building  
St. Paul, MN 55155

Dear Legislative Leaders:

I am transmitting a copy of the Compensation Study (“Total Compensation Market Analysis”), completed by the Hay Group last year. The 2013 Compensation Council recommended completion of a market analysis of compensation and the 2013 legislation required it.

### **Compensation Council: 1983 to 2013**

Beginning 32 years ago, the legislature directed the creation of a Compensation Council to develop recommendations for salaries for the State’s top officials. The Compensation Council is a 16-member body, formed biennially. Two members are appointed by the speaker of the house, two by the senate majority leader, one each by the house and senate minority leaders, two by the Supreme Court chief justice, and eight by the governor. No more than four of the governor’s appointees can be from the same political party.

Over the years, the Council has made recommendations to the legislature on appropriate salary levels for constitutional officers, Supreme Court justices, court of appeals judges, district court judges, and legislators, as well as state and metropolitan agency heads. The Council's enabling statute expressly directs the Council to "consider the amount of compensation paid in government service and the private sector to persons with similar qualifications, the amount of compensation needed to attract and retain experienced and competent persons, and the ability of the state to pay the recommended compensation."

Each Compensation Council expires after it makes its recommendations to the legislature.

### **2013 Compensation Council: Recommendations**

In 2013, the Compensation Council recommended that the statutory limits on the salaries of state agency heads be increased and that the governor should have the authority to set salaries for agency heads (generally titled commissioners) within those statutory limits, without approval by the Legislative

Coordinating Commission. The Compensation Council also recommended that Minnesota Management and Budget engage a consultant to prepare a compensation market analysis study for executive branch leadership positions “in order to better align compensation for these positions with comparable positions in the private sector and with other relevant public sector employers” and to assist the governor in setting the new agency head salaries.

### **2013 Omnibus State Government Law**

In 2013, the legislature passed the Compensation Council recommendations as part of the Omnibus State Government, Veterans and Military Affairs Appropriations Bill. The bill was signed on May 23, 2013. An amendment to the law was passed in 2014 and directed the governor to report changes in the salary of agency heads to the legislature within 30 days of the effective date. In January 2015, Governor Dayton established new salaries for agency heads as directed by the 2013 law and notified the legislature of those salary changes on February 4, 2015.

### **2014 Compensation Study: Process**

Minnesota Management and Budget contracted with the Hay Group to conduct a job evaluation process to assess the knowledge required to perform the responsibilities of the State’s agency head and managerial positions, as well as the problem-solving challenges and accountability inherent in those positions. The State of Minnesota has used this system, referred to as the Hay System, since the 1970s.

The Compensation Study used two different approaches for making external comparisons. The first approach, used to evaluate compensation comparisons with the private sector, involves use of the job evaluations to compare positions of equal or similar value regardless of the kind of work performed. The second approach, a review of actual job responsibilities, was used to match the State’s positions with comparable positions in selected other states. The Hay Group also attempted to make comparisons with positions in local government, but was not able to make enough matches to provide useful data. The Hay Group did not have Hay evaluations on local government positions and there were few job-to-job comparisons because of the significant differences in the “size” of jobs, as determined by financial and employment figures. On April 25, 2014, the Hay Group submitted the Compensation Study containing the job evaluations and salary and benefit comparisons for the agency heads, and other positions. The Compensation Study was amended in February 2015 to (1) reflect corrections to the early retirement reduction percentage for the State’s pension plan, and (2) recognize the existence of COLA provisions in the pension plans of other states. A list of all the pages affected by these amendments is included as the last page of the Compensation Study.

### **2014 Compensation Study: Results**

- The 2014 salary for most agency heads was \$119,517, which was 35% to 69% below the private sector median base salary for positions with comparable Hay ratings.
  - The median 2014 private sector salary for positions with Hay ratings comparable to the commissioner of human services was \$390,100. The salary for the commissioner was 63% below the private sector median in 2014, and after the change in the commissioner’s salary in January, the commissioner is still 60% below the 2014 median private sector salary.

- Also, the median private sector salary for positions with Hay ratings comparable to the commissioners of natural resources and revenue was \$336,300. The salaries for those commissioners were 65% below the private sector median in 2014 and after the change in salary in January of 2015 are still 54% below the 2014 median private sector salary.
- Likewise, the median private sector salary for positions with Hay ratings comparable to the commissioners of administration, agriculture, and veterans affairs was \$252,300. The salaries for those commissioners were 53% below the private sector median in 2014 and after the change in salary in January of 2015 are still 43% below the 2014 median private sector salary.
- Please see the attached table, Summary of Compensation Study Findings, for similar data on all agency head positions. The private sector salary figures do not include any incentive payments or bonuses.
- As indicated in the rightmost column on the attached table, the gap between the State's agency head salary structure and the base salaries in the private sector grows as the "size" of the position (as measured by Hay points) grows. In other words, in Minnesota state government, the bigger the job, the bigger the pay gap with the private sector.
- The salaries of Minnesota's state agency heads and other positions covered by the study are generally comparable to the base salaries of similar positions in the other states when positions are at the lower end of the spectrum of Hay ratings, but falls below the other states at the high end of the spectrum. (See graph on page 11 of the Compensation Study, copy attached.)

### **Kenning Consulting Report: Analysis**

In addition, after receiving the Compensation Study from the Hay Group, Minnesota Management and Budget contracted with Kenning Consulting for advice on how to implement the Compensation Study in order to revise the salaries for agency heads consistent with the Compensation Study. Mr. Kenning developed recommended advisory salary ranges for the agency heads and other positions covered by the Compensation Study. Kenning's recommended salary ranges recognize that the statutory salary limits would not permit any governor to match the private sector salaries referenced above. Instead, the governor was establishing salaries for agency heads within the statutory salary limits and in proportion to the Hay ratings for the positions, as required by the 2013 law. An attachment compares the governor's final decisions on salaries for agency heads to (1) the maximum rates for the salary ranges recommended by Kenning Consulting and (2) to the statutory salary limits.

- Twenty-three of the twenty-seven agency heads were set by the governor's salary within 10% of the top of the salary ranges recommended by the consultant.
- For those three positions that were set more than 10% above of Mr. Kenning's recommended ranges, those salaries were 6.2% to 17.7% below the statutory limits.

- For the Chair of the Metropolitan Council, where the salary was set 11.4 % below Mr. Kenning's recommendation, the salary is 2.6% below the applicable statutory limit.

The governor's recent salary decisions were made after the 2013 legislative changes which state:

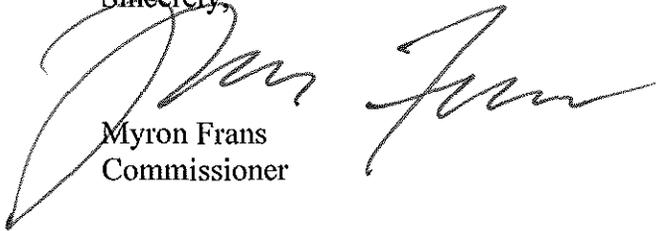
***Determining individual salaries.***

*When the governor is the appointing authority, the governor must establish salaries within the salary limits for the positions listed in subdivisions 2 to 4. Before establishing a salary, the governor must consult with the commissioner of management and budget concerning the salary. In establishing the salary, the governor shall consider the criteria established in section 43A.18, subdivision 8, and the performance of individual incumbents. The performance evaluation must include a review of an incumbent's progress toward attainment of affirmative action goals. The governor shall establish an objective system for quantifying knowledge, abilities, duties, responsibilities, and accountabilities, and in determining recommendations rate each position by this system. Section 15A.0815, Subd. 5.*

Governor Dayton set the salaries of his appointed agency heads based on market data and professional advice in order to retain and attract qualified leaders to provide Minnesotans with the very best government services.

I am available to discuss questions that you may have about the Compensation Study.

Sincerely,



Myron Frans  
Commissioner

Attachments:

Compensation Study ("Total Compensation Market Analysis"), February 2015  
Recommendations of 2013 Compensation Council  
Summary of Compensation Study Findings  
Comparison of Kenning Consulting's Recommendations and the Governor's Decisions  
M.S. 15A.0815



## Legislative Coordinating Commission

72 State Office Building St. Paul, MN 55155-1201 (651) 296-9002 TDD (651) 296-9896

### COMPENSATION COUNCIL

March 11, 2013

The Honorable Paul Thissen  
Speaker of the House of Representatives

The Honorable Sandy Pappas  
President of the Senate

Dear Mister Speaker and Madam President:

In accordance with the duties assigned to it by Minnesota Statutes, section 15A.082, the Minnesota Compensation Council held four hearings, received testimony from interested parties, and engaged in extended discussions about salaries for Minnesota's elected state officials.

#### Background

The Compensation Council made specific note of the recent history of salaries of the governor and legislators. The 2005 Council noted that when the governor's salary was increased in 1998, our governor's salary was ranked sixth in the nation. Currently that salary, now unchanged in 15 years, is ranked 32<sup>nd</sup>. We are not saying that we are competing nationally for our governors, for we recognize this is a political office. The point is that other states have recognized the value of this office in managing a multibillion dollar enterprise and, as a result, these other states have increased the salary paid for those serving in these critical positions.

Although salaries of the members of the judiciary have been increased more regularly than constitutional officers and legislators, they have not received increases in five years. A study conducted for the Minnesota District Judges Association found that:

- Most Minnesota judges are paid below the national average;
- District court judges earn 13%—22% less than the county attorneys who argue cases in their courts;

- District court judges are paid only 8% more than new associates at the top ten law firms in the Twin Cities.

According to the study, the long-run implication is that talented candidates will be less likely to run or accept appointments for judicial positions. The study's author is concerned that we may end up with a judiciary in which only the wealthy, or those with fewer private sector opportunities, will be willing to serve. The Compensation Council echoes that concern.

The salaries of legislators have not changed since 1999. Although intended to be a part-time position, the legislator's role is increasingly complex, requiring more and more time for legislative duties, with less time available to devote to a second job. We think that salaries of legislators should be high enough so that potential candidates for these policy-making positions are not deterred by loss of income from running for office. Otherwise, we face the prospect of a Legislature that is not representative of Minnesota's citizenry.

We face a critical challenge in being able to attract and retain top management for our state agencies, starting with commissioners. Current law sets the salary limit of most commissioners at 95% of the governor's salary (which, as noted above, has not changed in a decade and a half). Another debilitating impact on our state's ability to attract top-quality employees results from the state statute that requires the salary of the agency head to be a cap on the salaries for all employees in that agency.

These limits are problematic for our state agencies as an employer:

- Salaries of commissioners are often less than those of managers of local government agencies carrying out that state agency's programs. As a result, top state employees can move to local governments and receive substantial improvements in compensation;
- Although agency-head salaries have not changed in 15 years, because salaries of other employees have continued to increase over time, many staff earn salaries that are little different from those of their commissioner;
- Because agency heads have different salary limits, an employee in a small agency may be performing the same work as an employee in a larger agency, but have a lower salary limit.

Members spoke of the public service motivation of Minnesota citizens who run for and serve in elective office. Council members understand and appreciate elected officials' tremendous commitment to public service.

The Council also understands that the State continues to find itself in tight fiscal times. However, the function of the Compensation Council is to make recommendations to the Legislature on the appropriate levels of salaries for its top elected officials. The law that establishes our Council specifically provides that we consider "the amount of compensation paid in government service and the private sector to persons with similar qualifications [and], the amount of compensation needed to attract and retain experienced and competent persons."

## Recommendations

In accordance with Minnesota Statutes, section 15A.082, the Compensation Council makes the following recommendations:

1. **Salaries of judges.** With respect to the judges of the Supreme Court, Court of Appeals, and District Court, to increase salaries of Judges as follows:
  - a) by 4% on July 1, 2013
  - b) by 4% on July 1, 2014
  - c) by 4% effective July 1, 2015; and
  - d) by 4% effective July 1, 2016.

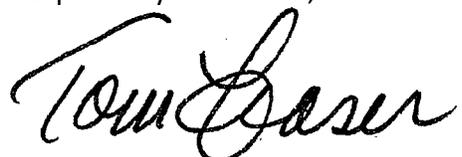
We endorse the Minnesota District Judges Association's proposal for legislation to reform the Judicial Pension Fund.

2. **Salaries for constitutional officers.** We recommend that the salary of the governor be increased by 3% effective January 1, 2015 and 3% effective January 1, 2016. Under existing law, the salaries of other constitutional officers would also increase accordingly.
3. **Salaries of legislators.** We recommend that effective January 1, 2015, the salaries of legislators be set by statute at 33% of the salary authorized for the governor.
4. **Salaries of agency heads.** With respect to salaries of heads of state agencies, we recommend that effective January 1, 2013:
  - a) The salary ranges of heads of state agencies be adjusted as follows:  
 Group I: 133% of the salary of the governor;  
 Group II: 120% of the salary of the governor;  
 Group III: remain at 25% of the salary of the governor.
  - b) The salary ranges for heads of state agencies be adjusted annually for inflation in the same manner as is done for local government employees under Minnesota Statutes 43A.17, subd. 9 (b);
  - c) The governor be given authority to set the salary of an agency head anywhere within the respective salary range;
  - d) The use of the salary of the agency head as the limit on salaries of employees should be repealed, so that an employee's salary is limited by the salary range in an approved collective bargaining agreement or compensation plan.
  - e) Minnesota Management and Budget be directed to contract with an independent consultant to conduct a comprehensive market analysis of compensation for all unrepresented positions in the Executive Branch in order to better align compensation for these positions with comparable positions in the private sector and with other relevant public sector employers. The analysis

should evaluate total compensation, including insurance, retirement, and performance pay. If necessary, the Legislature should appropriate sufficient funds to pay for this analysis.

I have included a list of the members of the Council at the end of this recommendation. The members worked diligently and thoughtfully to develop these recommendations for consideration by the Legislature.

Respectfully submitted,

A handwritten signature in black ink that reads "Tom Fraser". The signature is written in a cursive, flowing style.

Tom Fraser  
Chair, Compensation Council

cc: Governor Mark Dayton  
Lt. Governor Yvonne Prettner-Solon  
Chief Justice Lorie S. Gildea  
Attorney General Lori Swanson  
State Auditor Rebecca Otto  
Secretary of State Mark Ritchie  
Senator Tom Bakk  
Senator David Hann  
Representative Erin Murphy  
Representative Kurt Daudt

**Members of the Compensation Council****Appointed by the Governor**

Ann Glumac  
Bob Hoffman  
Jefferson Johnston  
Ann Mulholland  
Susan Rani  
Khani Sahebjam  
Michael Scully  
Daniel Wenner

**Appointed by the House of Representatives**

Representative Susan Allen  
Representative Mike Benson  
Representative Mary Liz Holberg

**Appointed by the Senate**

Senator Richard Cohen  
Senator Jeremy Miller  
Senator Ann Rest

**Appointed by the Supreme Court**

Tom Fraser  
Bob Schroeder

**Summary of Compensation Study Findings**  
**Minnesota State Agency Head Base Salaries Related to Private Sector Medians**

Source: Total Compensation Market Analysis, April 2014

	Total Hay Points	2014 MN State Agency Salary (in thousands)	2014 MN Private Sector Median (in thousands)	% 2014 MN State Salary below 2014 Private Sector Median	Page in Comp. Study	2015 MN State Agency Salary (in thousands)	% 2015 MN Salary below 2014 Private Sector Median
Minnesota State Agency							
Human Services Dept	3720	\$143.3	\$390.1	-63%	40	\$155.0	-60%
Transportation Dept	3720	\$119.1	\$390.1	-69%	62	\$155.0	-60%
Metropolitan Council	3232	\$61.4	\$349.6	-82%	*	\$145.0	-59%
Employ & Econ Development Dept	3072	\$119.1	\$336.3	-65%	33	\$150.0	-55%
Natural Resources Dept	3072	\$119.1	\$336.3	-65%	50	\$155.0	-54%
Revenue Dept	3072	\$119.1	\$336.3	-65%	61	\$155.0	-54%
Mn Management & Budget	2936	\$119.1	\$323.7	-63%	55	\$155.0	-52%
Corrections Dept	2676	\$119.1	\$302.8	-61%	32	\$150.0	-50%
Education Department	2676	\$119.1	\$302.8	-61%	35	\$150.0	-50%
Health Department	2676	\$119.0	\$302.8	-61%	57	\$150.0	-50%
State Chief Information Officer	2676	\$133.2	\$302.8	-56%	43	\$150.0	-50%
Public Safety Dept	2584	\$119.1	\$297.0	-60%	53	\$155.0	-48%
Pollution Control Agency	2328	\$119.1	\$280.8	-58%	50	\$150.0	-47%
Labor & Industry Dept	2028	\$119.1	\$261.7	-54%	42	\$145.0	-45%
Agriculture Dept	1868	\$119.1	\$252.3	-53%	29	\$145.0	-43%
Veterans Affairs Dept	1868	\$119.1	\$252.3	-53%	34	\$145.0	-43%
Administration Dept	1868	\$119.1	\$252.3	-53%	55	\$145.0	-43%
Commerce Dept	1628	\$119.1	\$238.4	-50%	30	\$145.0	-39%
Housing Finance Agency	1628	\$119.1	\$238.4	-50%	33	\$145.0	-39%
Iron Range Resources & Rehabilitation Board	1418	\$105.1	\$224.0	-53%	33	\$140.0	-38%
Office of Higher Education	1358	\$119.1	\$218.4	-45%	35	\$145.0	-34%
Public Utilities Commission	1358	\$97.1	\$218.4	-56%	52	\$125.0	-43%
Bureau of Mediation Services	1182	\$105.1	\$196.2	-46%	39	\$140.0	-29%
Ombud Mental Health & Dev Disabilities	1182	\$97.1	\$196.2	-51%	40	\$120.0	-39%
Human Rights Dept	1096	\$119.1	\$184.4	-35%	55	\$140.0	-24%
Racing Commission	994	\$113.6	\$170.0	-33%	61	\$116.0	-32%
Gambling Control Board	864	\$99.1	\$147.6	-33%	61	\$120.0	-19%

\*Comparable private sector salary estimated by MMB, based on relationship of Hay ratings and associated private sector data for other positions.

## Comparison of Kenning Consulting's Recommendations and The Governor's Salary Decisions

Position Title	Total Hay Points	HRL/ New Pay Range	Range Maximum Recommended By Kenning Consulting	New Salary As Of January 2015	% Above or Below Consultant's Recommended Maximum	January 2015 Statutory Limit	Dollars Below Statutory Limit	Percent Below Statutory Limit
Commissioner-Human Services	3720	129	\$171,445	\$154,992	-9.6%	\$164,803	-\$9,811	-6.3%
Commissioner-Transportation	3720	129	\$171,445	\$154,992	-9.6%	\$164,803	-\$9,811	-6.3%
Chair, Metropolitan Council	3232	128	\$163,651	\$144,991	-11.4%	\$148,694	-\$3,703	-2.6%
Commissioner-Natural Resources	3072	128	\$163,651	\$154,992	-5.3%	\$164,803	-\$9,811	-6.3%
Commissioner-Revenue	3072	128	\$163,651	\$154,992	-5.3%	\$164,803	-\$9,811	-6.3%
Commissioner-Empl & Econ Dev	3072	128	\$163,651	\$150,002	-8.3%	\$164,803	-\$14,801	-9.9%
Commissioner-MN Mgmt & Budget	2936	127	\$156,823	\$154,992	-1.2%	\$164,803	-\$9,811	-6.3%
Commissioner-Corrections	2676	127	\$156,823	\$150,002	-4.3%	\$164,803	-\$14,801	-9.9%
Commissioner-Education Dept	2676	127	\$156,823	\$150,002	-4.3%	\$164,803	-\$14,801	-9.9%
Commissioner-Health	2676	127	\$156,823	\$150,002	-4.3%	\$164,803	-\$14,801	-9.9%
State Chief Information Officer *	2676	127	\$156,823	\$150,002	-4.3%	NA	NA	NA
Commissioner-Public Safety	2584	127	\$156,823	\$154,992	-1.2%	\$164,803	-\$9,811	-6.3%
Commissioner-Pollution Control	2328	126	\$149,995	\$150,002	0.0%	\$164,803	-\$14,801	-9.9%
Commissioner-Labor & Industry	2028	125	\$143,167	\$144,991	1.3%	\$164,803	-\$19,812	-13.7%
Commissioner-Administration	1868	125	\$143,167	\$144,991	1.3%	\$164,803	-\$19,812	-13.7%
Commissioner-Agriculture	1868	125	\$143,167	\$144,991	1.3%	\$164,803	-\$19,812	-13.7%
Commissioner-Veterans Affairs	1868	125	\$143,167	\$144,991	1.3%	\$164,803	-\$19,812	-13.7%
Commissioner-Commerce	1628	124	\$136,338	\$144,991	6.3%	\$164,803	-\$19,812	-13.7%
Commissioner-Housing Finance	1628	124	\$136,338	\$144,991	6.3%	\$164,803	-\$19,812	-13.7%
Commissioner-IRR&RB	1418	123	\$129,510	\$140,000	8.1%	\$148,694	-\$8,694	-6.2%
Director, Office of Higher Ed	1358	123	\$129,510	\$144,991	12.0%	\$164,803	-\$19,812	-13.7%
Commissioner-Public Utilities	1358	123	\$129,510	\$125,009	-3.5%	\$148,694	-\$23,685	-18.9%
Commissioner-Mediation Service	1182	122	\$122,559	\$140,000	14.2%	\$148,694	-\$8,694	-6.2%
Ombudsman Mntl Hlth & Dev Dis	1182	122	\$122,559	\$119,997	-2.1%	\$148,694	-\$28,697	-23.9%
Commissioner-Human Rights	1096	122	\$122,559	\$140,000	14.2%	\$164,803	-\$24,803	-17.7%
Exec Dir Pari-Mutuel Racing	994	121	\$115,995	\$115,988	0.0%	\$148,694	-\$32,706	-28.2%
Exec Dir Gambling Control	864	120	\$109,431	\$119,997	9.7%	\$148,694	-\$28,697	-23.9%

\* State Chief Information Officer is in the Managerial Plan, but included in this list for comparison to the other agency heads.

**15A.0815 SALARY LIMITS FOR CERTAIN EMPLOYEES.**

Subdivision 1. **Salary limits.** The governor or other appropriate appointing authority shall set the salary rates for positions listed in this section within the salary limits listed in subdivisions 2 to 4. If the appointing authority is not the governor, the appointing authority's action is subject to approval of the Legislative Coordinating Commission and the legislature as provided by subdivision 5 and section 3.855.

Subd. 2. **Group I salary limits.** The salary for a position listed in this subdivision shall not exceed 133 percent of the salary of the governor. This limit must be adjusted annually on January 1. The new limit must equal the limit for the prior year increased by the percentage increase, if any, in the Consumer Price Index for all urban consumers from October of the second prior year to October of the immediately prior year. The commissioner of management and budget must publish the limit on the department's Web site. This subdivision applies to the following positions:

- Commissioner of administration;
- Commissioner of agriculture;
- Commissioner of education;
- Commissioner of commerce;
- Commissioner of corrections;
- Commissioner of health;
- Commissioner, Minnesota Office of Higher Education;
- Commissioner, Housing Finance Agency;
- Commissioner of human rights;
- Commissioner of human services;
- Commissioner of labor and industry;
- Commissioner of management and budget;
- Commissioner of natural resources;
- Commissioner, Pollution Control Agency;
- Executive director, Public Employees Retirement Association;
- Commissioner of public safety;
- Commissioner of revenue;
- Executive director, State Retirement System;
- Executive director, Teachers Retirement Association;
- Commissioner of employment and economic development;

Commissioner of transportation; and

Commissioner of veterans affairs.

Subd. 3. **Group II salary limits.** The salary for a position listed in this subdivision shall not exceed 120 percent of the salary of the governor. This limit must be adjusted annually on January 1. The new limit must equal the limit for the prior year increased by the percentage increase, if any, in the Consumer Price Index for all urban consumers from October of the second prior year to October of the immediately prior year. The commissioner of management and budget must publish the limit on the department's Web site. This subdivision applies to the following positions:

Executive director of Gambling Control Board;

Commissioner, Iron Range Resources and Rehabilitation Board;

Commissioner, Bureau of Mediation Services;

Ombudsman for Mental Health and Developmental Disabilities;

Chair, Metropolitan Council;

School trust lands director;

Executive director of pari-mutuel racing; and

Commissioner, Public Utilities Commission.

Subd. 4. **Group III salary limits.** The salary for a position in this subdivision may not exceed 25 percent of the salary of the governor:

Chair, Metropolitan Airports Commission.

Subd. 5. **Determining individual salaries.** (a) When the governor is the appointing authority, the governor must establish salaries within the salary limits for the positions listed in subdivisions 2 to 4. Before establishing a salary, the governor must consult with the commissioner of management and budget concerning the salary. In establishing the salary, the governor shall consider the criteria established in section 43A.18, subdivision 8, and the performance of individual incumbents. The performance evaluation must include a review of an incumbent's progress toward attainment of affirmative action goals. The governor shall establish an objective system for quantifying knowledge, abilities, duties, responsibilities, and accountabilities, and in determining recommendations rate each position by this system.

(b) An appointing authority other than the governor may submit to the Legislative Coordinating Commission recommendations for salaries within the salary limits for the positions listed in subdivisions 2 to 4.

Before submitting the recommendations, the appointing authority shall consult with the commissioner of management and budget concerning the recommendations.

In making recommendations, the appointing authority shall consider the criteria established in section 43A.18, subdivision 8, and the performance of individual incumbents. The performance evaluation must include a review of an incumbent's progress toward attainment of affirmative action goals. The appointing

authority shall establish an objective system for quantifying knowledge, abilities, duties, responsibilities, and accountabilities, and in determining recommendations, rate each position by this system.

Before the appointing authority's recommended salaries take effect, the recommendations must be reviewed and approved, rejected, or modified by the Legislative Coordinating Commission and the legislature under section 3.855, subdivisions 2 and 3.

(c) The governor or other appointing authority may propose additions or deletions of positions from those listed in subdivisions 2 to 4.

(d) The governor or other appointing authority shall set the initial salary of a head of a new agency or a chair of a new metropolitan board or commission whose salary is not specifically prescribed by law after consultation with the commissioner, whose recommendation is advisory only. The amount of the new salary must be comparable to the salary of an agency head or commission chair having similar duties and responsibilities.

(e) The salary of a newly appointed head of an agency or chair of a metropolitan agency listed in subdivisions 2 to 4 who is appointed by someone other than the governor, may be increased or decreased by the appointing authority from the salary previously set for that position within 30 days of the new appointment after consultation with the commissioner. If the appointing authority increases a salary under this paragraph, the appointing authority shall submit the new salary to the Legislative Coordinating Commission and the full legislature for approval, modification, or rejection under section 3.855, subdivisions 2 and 3.

(f) Within 30 days of approving a change in a salary for a position in subdivisions 2 to 4, the governor must inform the Legislative Coordinating Commission of the change in salary and its effective date.

**History:** *2Sp1997 c 3 s 5; 1998 c 351 s 1; 2000 c 501 s 1,2; 1Sp2001 c 4 art 6 s 6; 1Sp2001 c 10 art 2 s 18,19; 2003 c 130 s 12; 1Sp2003 c 2 art 5 s 1; 1Sp2003 c 4 s 1; 2004 c 206 s 6; 2005 c 55 s 3; 2005 c 56 s 1; 2005 c 107 art 2 s 60; 2008 c 204 s 3,42; 2008 c 363 art 13 s 15,16; 2009 c 101 art 2 s 23,109; 2012 c 249 s 1; 2013 c 99 art 2 s 29; 2013 c 125 art 1 s 8; 2013 c 142 art 6 s 2-5; 2013 c 99 art 2 s 29; 2014 c 151 s 1*

# State of Minnesota

## Total Compensation Market Analysis

FEBRUARY 2015

FINAL REPORT AS AMENDED



# Prepared by:

**Cheryl Mikuls**

Vice President

Hay Group

**Malinda Riley**

Benefits Consultant

Hay Group

**Lisa Bailey**

Associate Consultant

Hay Group

# Contents

- 1 Project Summary
- 2 Executive Summary Results
- 3 Market Competitiveness – Base Salary
- 4 Market Competitiveness – Benefits
- 5 Market Competitiveness – Total Compensation
- 6 Appendices
  - A: Participant Lists
  - B: Methodology
  - C: List of Jobs Included in the Study
  - D: List of Amendments

01

Project Summary

# Project Summary

**The State of Minnesota (the “State”) has requested a comprehensive market analysis of the competitiveness of the State’s compensation and benefits programs for executive and manager classifications**

- The State has conducted periodic reviews of salary levels to the market in the past; however, an analysis of both compensation and benefits has not been conducted for some time
- The market analysis of compensation and benefits will enable the State to do the following:
  - Compare the level and mix of the State’s total compensation program to the external market
  - Understand the internal equity of the State’s compensation programs
  - Provide the foundation for making changes to the State’s salary and benefits programs

# Project Summary

- With recent legislative changes, statutory restrictions on the salaries of top managers in agencies have been revised or removed, providing the opportunity to realign the current compensation structure
  - Alignment will allow the State to compete more appropriately in the external market as well as improve internal equity and alleviate compression within the State
  - The Legislature’s 2014-2015 budget bill require Management and Budget to contract for a market analysis of managerial employees in the executive branch
- The State has recently undergone a review of job evaluations for 222 classifications including 36 that had not been previously evaluated. The review also resulted in modifications to 119 existing evaluations
  - Analysis in this report reflects the most recent job evaluation as provided by MMB, as well as evaluation changes due to Hay Group’s audit recommendations
    - For positions that weren’t reviewed, a previous evaluation was used
  - Using the job evaluation total points, the analysis groups jobs within a defined point range referred to as Hay Reference Levels (HRLs)
    - Currently the State has no single point to grade conversion, with unique structures using different grades and grade points
  - Data are reflected throughout the report using the HRL designation

**This report presents the findings of the market competitiveness study**

# Project Summary

## The following steps have been undertaken:

- Initial planning and scoping meeting
- Mutual agreement on the positions, the constituency of the comparator market and data to be collected
- Collection of current State of Minnesota salary and benefits data
- Analysis of salary and benefits data
- Analysis of overall outcomes
- Delivery of preliminary report
- Working session to review preliminary report
- Revisions to finalize full report
- Executive summary section for MMB to use when presenting to leadership

02

Executive Summary Results

# Executive Summary Results

## Project Overview

### Hay Group conducted a comprehensive review of compensation and benefits provided to approximately 1,500 State employees in 388\* Executive and Managerial classifications

- 388\* classifications were compared to the Private Sector (MN) market, which represents 97% of the managerial population
- 59 classifications had matches with sufficient market data in the Public Sector (Other States) market, which represents 18% of the managerial population

### Survey sources used for the salary and benefits analysis include:

- Private Sector (MN) Market: Hay Group survey of compensation and benefits data from private sector organizations with employees in Minnesota
- Public Sector (Other States) Market: NCASG – 12 peer states (CO, IA, IL\*, MI\*\*, MO, MT, ND, NE, SD, WA\*, WI and WY)
  - IL and WA did not provide benefits data, while MI did not provide salary data
- Additional sources were reviewed to validate the market rates shown in this study:
  - League of Minnesota Cities
  - Towers Watson (Minnesota, North Central, and National data cuts were reviewed)
  - Bureau of Labor Statistics – Minnesota
  - Economic Research Institute Salary Assessor for Minnesota

*\*Six vacant classifications are included in this count. These six classifications are not included in the summary data in this report*

# Executive Summary Results

## Base Salary

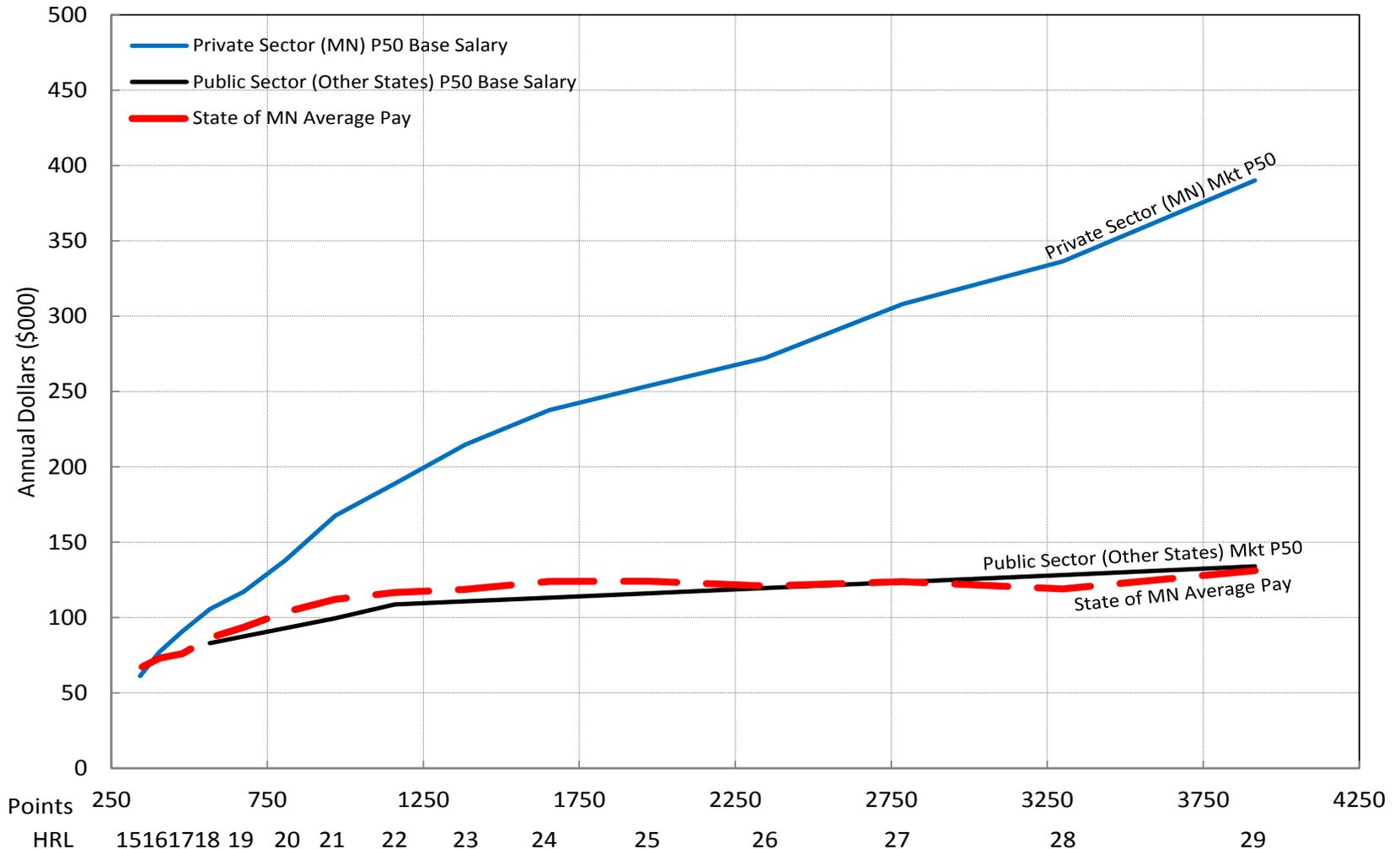
**The State's base salary market position varies significantly depending on market. The State is competitive with the Public Sector market median, but well below the Private Sector market median**

- On average, the State's market position for actual base salaries is 27.1% below the Private Sector (MN) market median while midpoints are 35.7% below the median
- Compared to the Public Sector (Other States) market median, the positioning is near median for salaries and 10.8% below median for midpoints
- The State is below the 25th Percentile of the Private Sector (MN) market, but near the Public Sector (Other States) market 25th Percentile for midpoints
  - The State's range maximum is also below the Private Sector (MN) market, though typically in compensation, midpoints are set to market

	Minnesota vs. Private Sector (MN) P50	Minnesota vs. Public Sector (Other States) P50	Minnesota vs. Private Sector (MN) P25	Minnesota vs. Public Sector (Other States) P25
<b>Actual Base Salaries</b>	-27.1%	+0.2%	-14.3%	+13.7%
<b>Range Midpoint</b>	-35.7%	-10.8%	-24.4%	+1.2%
<b>Range Maximum</b>	-23.8%	+7.8%	-10.4%	+22.2%

# Executive Summary Results Base Salary

## STATE OF MN AVERAGE ACTUAL PAY COMPARED TO MARKET BASE SALARY



# Executive Summary Results

## Benefits

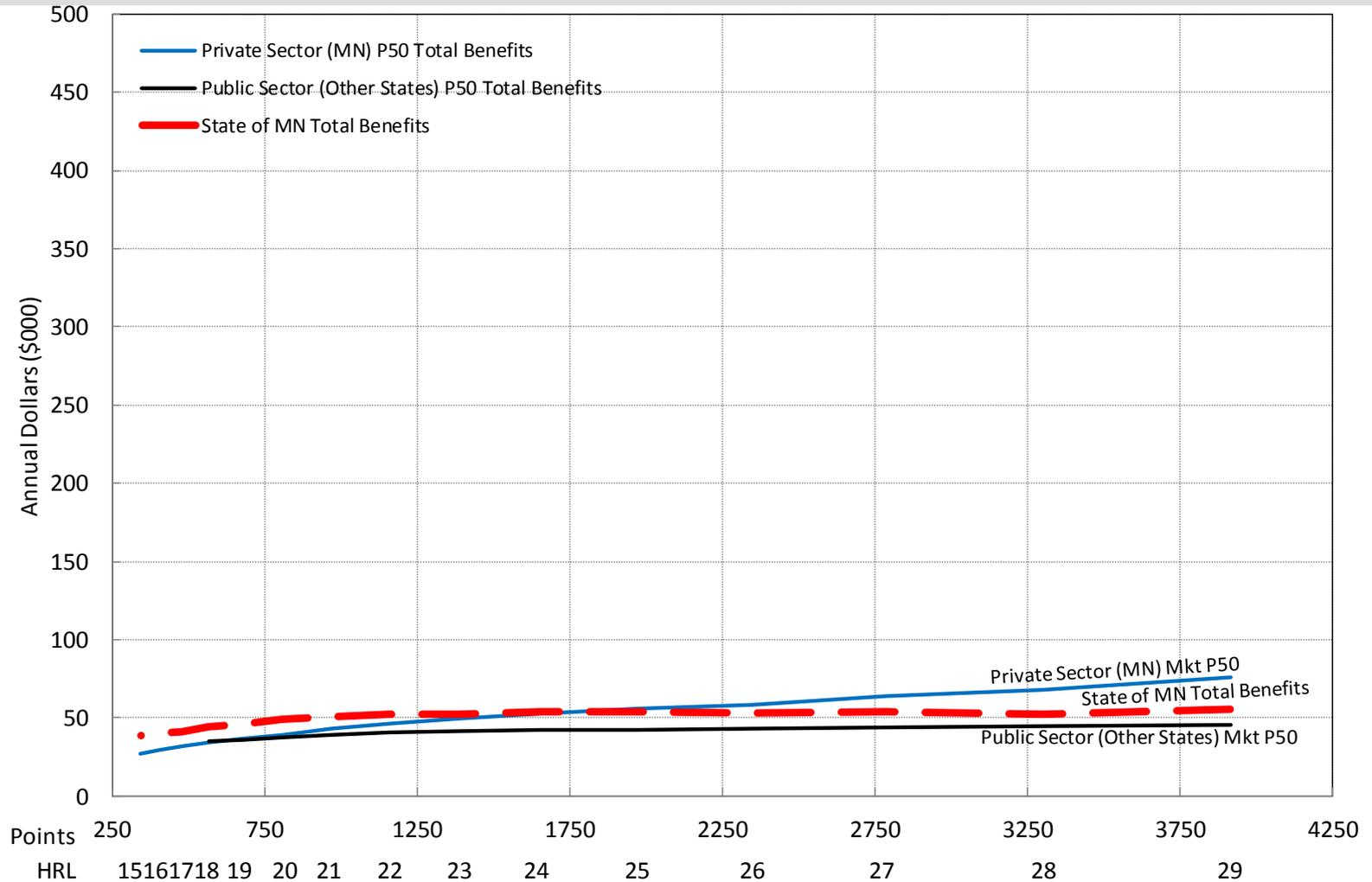
The benefits programs available to the State's managerial employees is above the 75<sup>th</sup> percentile of both the Private Sector (MN) and Public Sector (Other State) markets, if the State were paying at the 50<sup>th</sup> percentile

Benefit Area	Minnesota vs. Private Sector (MN) Market	Minnesota vs. Public Sector (Other States) Market
Total Benefits	P75	P75
Retirement	P75 +	P50
Healthcare	P75 +	P75 +
Disability	P75	P50
Life Insurance	P75	P75 +
Other	P50	P50 +

- All of Minnesota's benefits programs offered to managers are at or above the market median, with health care and retirement the two primary drivers of total benefits competitiveness
- A market position including "+" designates more than 10% above the market percentile indicated

# Executive Summary Results Benefits

## STATE OF MN TOTAL BENEFITS COMPARED TO MARKET TOTAL BENEFITS



# Executive Summary Results

## Total Compensation

In aggregate, the State's Total Compensation (Base Salary + Benefits) is above the Public Sector market median (+11.2%) but below the Private Sector market median (-16.0%)

Component	Minnesota vs. Market P50	
	Private Sector (MN) Market	Public Sector (Other States) Market
Base Salary	-27.1%	+0.2%
Benefits *	+22.8%	+26.4%
Benefits at P50 Salary Level **	+41.5%	+26.8%
<b>Total Compensation</b>	<b>-16.0%</b>	<b>+11.2%</b>

\* Market position of the State's benefits program based on the ACTUAL base salary market position

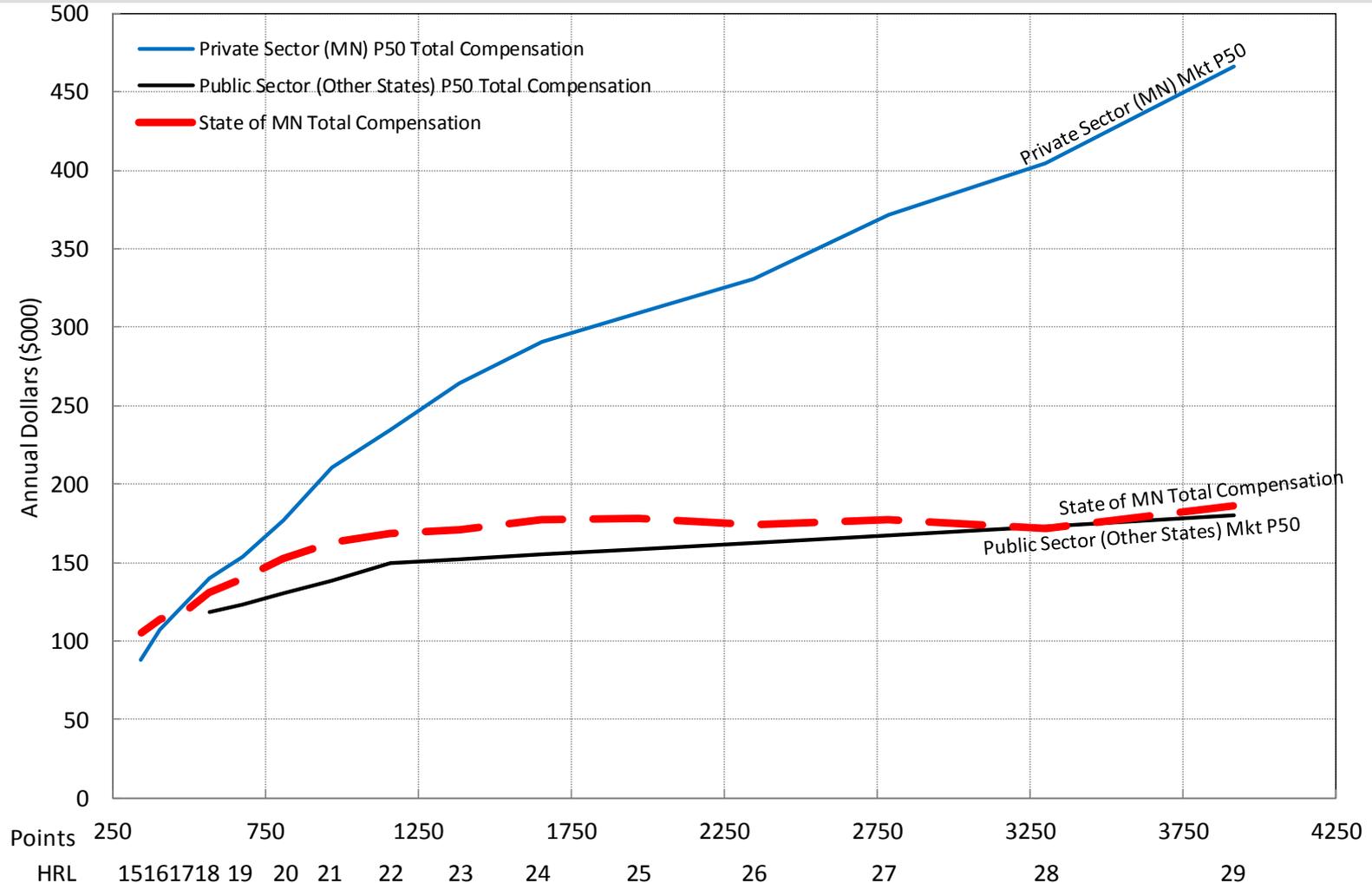
\*\* Market position of the State's benefits program IF the State's base salary was at the median of the market

- The influence of the State's better benefits position does not offset the low salary position relative to the Private Sector Market, as the State is below the Private Sector market median on a total compensation basis
- Because the State's salary position is at the market median of the Public Sector market, the strong benefits position does enhance the State's total compensation position relative to this market

# Executive Summary Results

## Total Compensation

### STATE OF MN TOTAL COMPENSATION COMPARED TO MARKET TOTAL COMPENSATION



# Executive Summary Results

## Total Compensation

The State's **TOTAL COMPENSATION** market competitiveness varies by HRL to the Private Sector Market. The higher the reference level, the less competitive the State is relative to the Private Sector Market

Reference Level (HRL)	Number of Employees	Base Salary			Total Benefits			Total Compensation		
		Minnesota	Private Sector (MN) Market	MN vs. Market	Minnesota	Private Sector (MN) Market	MN vs. Market	Minnesota	Private Sector (MN) Market	MN vs. Market
29	2	\$131,165	\$390,063	-66%	\$55,100	\$76,181	-28%	\$186,265	\$466,244	-60%
28	3	\$119,059	\$336,341	-65%	\$52,579	\$68,129	-23%	\$171,639	\$404,470	-58%
27	10	\$123,766	\$308,070	-60%	\$53,573	\$63,891	-16%	\$177,339	\$371,961	-52%
26	6	\$120,910	\$272,304	-56%	\$52,983	\$58,531	-9%	\$173,894	\$330,834	-47%
25	15	\$124,180	\$253,617	-51%	\$53,658	\$55,573	-3%	\$177,838	\$309,190	-42%
24	20	\$123,988	\$237,610	-48%	\$53,618	\$52,716	2%	\$177,606	\$290,326	-39%
23	41	\$118,664	\$214,698	-45%	\$52,489	\$49,647	6%	\$171,153	\$264,345	-35%
22	65	\$116,619	\$188,875	-38%	\$52,020	\$45,896	13%	\$168,638	\$234,771	-28%
21	125	\$112,138	\$167,589	-33%	\$50,992	\$42,955	19%	\$163,130	\$210,544	-23%
20	404	\$103,684	\$138,053	-25%	\$48,806	\$38,931	25%	\$152,489	\$176,984	-14%
19	455	\$93,592	\$117,142	-20%	\$46,096	\$36,292	27%	\$139,688	\$153,434	-9%
18	237	\$86,639	\$105,681	-18%	\$44,230	\$34,341	29%	\$130,869	\$140,022	-7%
17	29	\$76,017	\$90,831	-16%	\$41,378	\$31,952	30%	\$117,395	\$122,783	-4%
16	26	\$73,028	\$77,198	-5%	\$40,576	\$29,589	37%	\$113,604	\$106,787	6%
15	12	\$66,664	\$61,218	9%	\$38,867	\$26,868	45%	\$105,531	\$88,086	20%
<b>Total</b>	<b>1,450</b>			<b>-27%</b>			<b>23%</b>			<b>-16%</b>

# Executive Summary Results

## Total Compensation

The State's **TOTAL COMPENSATION** market competitiveness varies slightly by HRL to the **Public Sector (Other States) Market**. The State is at or above the **Public Sector** market median at all Reference Levels

Reference Level (HRL)	Number of Employees	Base Salary			Total Benefits			Total Compensation		
		Minnesota	Public Sector (Other States) Market	MN vs. Market	Minnesota	Public Sector (Other States) Market	MN vs. Market	Minnesota	Public Sector (Other States) Market	MN vs. Market
29	2	\$131,165	\$133,975	-2%	\$55,100	\$45,853	20%	\$186,265	\$179,828	4%
28	3	\$119,059	\$128,318	-7%	\$52,579	\$44,857	17%	\$171,639	\$173,175	-1%
27	10	\$123,766	\$123,598	0%	\$53,573	\$44,026	22%	\$177,339	\$167,623	6%
26	3	\$119,323	\$119,557	0%	\$52,640	\$43,129	22%	\$171,962	\$162,686	6%
25	9	\$118,225	\$116,104	2%	\$52,388	\$42,505	23%	\$170,613	\$158,609	8%
24	2	\$121,472	\$113,202	7%	\$53,099	\$41,981	26%	\$174,571	\$155,183	12%
23	6	\$100,773	\$110,722	-9%	\$48,024	\$41,533	16%	\$148,797	\$152,255	-2%
22	15	\$118,938	\$108,647	9%	\$52,552	\$40,691	29%	\$171,489	\$149,338	15%
21	55	\$110,815	\$99,585	11%	\$50,688	\$38,923	30%	\$161,504	\$138,507	17%
20	21	\$105,442	\$92,952	13%	\$49,278	\$37,343	32%	\$154,720	\$130,295	19%
19	31	\$90,226	\$87,473	3%	\$45,193	\$36,039	25%	\$135,419	\$123,512	10%
18	108	\$84,974	\$83,024	2%	\$43,783	\$34,979	25%	\$128,757	\$118,003	9%
<b>Total</b>	<b>265</b>			<b>0%</b>			<b>26%</b>			<b>11%</b>

*State of MN did not have market matches to the Public Sector (Other States) market below HRL 18*

# Executive Summary Results

## Methodology

### Survey Methodology

- State of MN classifications were matched to relevant jobs in the NCASG survey by job title/job duties using matches provided by MMB in the survey submission
- State of MN positions were also compared to Hay Group's database for Minnesota, referred to in this report as Private Sector (MN) market

### To determine the current competitiveness of salaries and midpoints:

- State of Minnesota's average pay and midpoint for each job were compared to survey median of the Public Sector (Other States) and Private Sector (MN)
- In order to have a more comprehensive market database, data has been gathered from a number of sources. The following additional sources were reviewed to validate the market rates shown in this study:
  - League of Minnesota Cities
  - Towers Watson (Minnesota, North Central, and National data cuts were reviewed)
  - Bureau of Labor Statistics – Minnesota
  - Economic Research Institute Salary Assessor for Minnesota

### Market data were effective or projected to January 1, 2014

# Executive Summary Results

## Methodology

### Benefits Methodology

- Hay Group utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits
- The utilization of “standard or common cost assumptions” provides a uniform quantitative evaluation method which produces values based solely on the level of the benefit provided
  - To facilitate the uniform comparison of benefit plan provisions, a straw person with the following characteristics is used in the valuation methodology: A married male, age 45 with 15 Years of Service and a family
- The valuation method is applied to a full range of employee benefits including:
  - Healthcare Insurance (medical, dental, RX, vision, physical exams)
  - Retirement Plans (defined benefit and defined contribution plans)
  - Life Insurance (employer paid and voluntary life insurance plans)
  - Disability and Sick Leave (sick leave, short-term, long-term disability plans)
  - Other benefits such as Tuition Reimbursement, Flex Plans, Statutory Benefits, etc.
- Benefit values are calculated on an “Employer-paid” basis and are discounted to reflect the relationship of any required employee contributions to the program’s total value

# Executive Summary Results

## Methodology

### **Total compensation analysis combines base salary, annual incentive and total benefits and compares to corresponding market levels**

- State of MN actual base salaries are weighted by the number of MN incumbents within each classification and HRL, and include only those classifications that were matched to the market
  - State of MN average base salaries may vary for public sector and private sector market comparisons, depending on jobs matched
- Please refer to the appendix for a more detailed explanation of the methodologies used in conducting the analysis

# Executive Summary Results

## Definition of terms

### The following terms are used throughout this report:

- **Classification** – Refers to a job within the State of MN
- **Position** – For State of MN, a number of positions are allocated to a classification
- **Employees** – This term refers to incumbents or “bodies” holding positions
- **Job Title/Job Duties** – Where data were available, State of MN classifications were matched to market by job title and job duties. Job duties are outlined in the survey job descriptions and the State of MN job descriptions
- **Job Size** – Hay Group’s proprietary methodology, the Hay Group Guide Chart - Profile Method of Job Evaluation<sup>SM</sup>, considers the knowledge, scope, complexity and accountability of each position as valued within the State of MN. The resulting total evaluation points reflect the size of each classification
- **Hay Reference Level (HRL)** – Using the total job evaluation points, jobs are grouped within a defined point range, referred to as Hay Reference Level (HRL)
- **Average Pay** — The current average pay for multi-incumbent positions, or the actual pay for single incumbent positions. The employee data are effective February 13, 2014
- **Current Midpoint** — The midpoint of the current salary range associated with the position

# Executive Summary Results

## Definition of terms

### Definition of terms (continued)

- **Private Sector (MN) Market** – Private Sector data includes Hay Group's market for all jobs in MN in the private sector. Market data is an average of market match by job title/job duties where available and market data by job size (all positions in the market which are of similar size)
- **Public Sector (Other States) Market** – State Government Peer Group, NCASG 12 States (CO, IA, IL\*, MI\*\*, MO, MT, ND, NE, SD, WA\*, WI, WY). IL and WA did not provide benefits data, while MI did not provide salary data
- **P25 or 25th Percentile** – 75% of the market pays above this point and 25% pays below
- **P50 or the Median** – 50% of the market pays above this point and 50% pays below
- **P75 or 75th Percentile** – 25% of the market pays above this point and 75% pay below
- Hay Group considers pay comparisons (pay element divided by market comparison point) to be at a specific quartile (or within acceptable range of a market level) if:
  - Base salary is + / - 10% of the market data
  - Benefits is + / - 10% of the market data
  - Total Compensation is + / - 10% of the market data

03

Market Competitiveness  
Base Salary

# Market Competitiveness Base Salary

## This section provides comparisons of the State's base salary to the markets

- Table 1: The State's actual base salary compared to the Private Sector (MN) market by Hay reference level (HRL)
- Table 2: The State's actual base salary compared to the Public Sector (Other States) market by HRL
- Table 3: Summary of the distribution of State of MN classifications average pay percent from market median
- The remaining slides in this section show the State of MN average actual pay and current midpoints compared to market median by classification
  - The tables are grouped by career family and sorted descending by evaluation points
  - Shading indicates actual average pay for the classification is “at market” compared to the Private Sector (MN) market (+/- 10%)

# Market Competitiveness Base Salary – State vs. Private Sector

**Table 1**

Reference Level (HRL)	Point Range	HRL Middle Points	# of Employees	% of Population	MN Weighted Salary	Private Sector (MN) Market P50	MN vs. Market P50
29	3581 - 4250	3916	2	0.1%	\$131,165	\$390,063	-66%
28	3021 - 3580	3300	3	0.2%	\$119,059	\$336,341	-65%
27	2551 - 3020	2786	10	0.7%	\$123,766	\$308,070	-60%
26	2141 - 2550	2346	6	0.4%	\$120,910	\$272,304	-56%
25	1801 - 2140	1970	15	1.0%	\$124,180	\$253,617	-51%
24	1508 - 1800	1654	20	1.4%	\$123,988	\$237,610	-48%
23	1261 - 1507	1384	41	2.8%	\$118,664	\$214,698	-45%
22	1056 - 1260	1158	65	4.5%	\$116,619	\$188,875	-38%
21	880 - 1055	968	125	8.6%	\$112,138	\$167,589	-33%
20	735 - 879	807	404	27.9%	\$103,684	\$138,053	-25%
19	614 - 734	674	455	31.4%	\$93,592	\$117,142	-20%
18	519 - 613	566	237	16.3%	\$86,639	\$105,681	-18%
17	439 - 518	478	29	2.0%	\$76,017	\$90,831	-16%
16	371 - 438	404	26	1.8%	\$73,028	\$77,198	-5%
15	314 - 370	342	12	0.8%	\$66,664	\$61,218	9%
<b>Overall</b>			<b>1,450</b>	<b>100%</b>			<b>-27%</b>

- The competitive position for the State is close to median for smaller jobs (HRL 15 and 16)
- Market position decreases as jobs get larger, reflecting Minnesota's pay levels do not increase to the extent of the market as job size increases
- The MN salaries and market medians are weighted by the number of MN incumbents within each classification

# Market Competitiveness

## Base Salary – State vs. Public Sector

**Table 2**

Reference Level (HRL)	# of Employees	% of Population	MN Weighted Salary	Public Sector (Other States) Market P50	MN vs. Market P50
29	2	0.1%	\$131,165	\$133,975	-2%
28	3	0.2%	\$119,059	\$128,318	-7%
27	10	0.7%	\$123,766	\$123,598	0%
26	3	0.2%	\$119,323	\$119,557	0%
25	9	0.6%	\$118,225	\$116,104	2%
24	2	0.1%	\$121,472	\$113,202	7%
23	6	0.4%	\$100,773	\$110,722	-9%
22	15	1.0%	\$118,938	\$108,647	9%
21	55	3.8%	\$110,815	\$99,585	11%
20	21	1.4%	\$105,442	\$92,952	13%
19	31	2.1%	\$90,226	\$87,473	3%
18	108	7.4%	\$84,974	\$83,024	2%
<b>Overall</b>	<b>265</b>	<b>18%</b>			<b>0%</b>

- Compared to the Public Sector (Other States), Minnesota has a strong position based on job size, with most levels within +/-10% of the median
- State of MN salaries and market medians are weighted by the number of MN incumbents within each classification. State of MN average base salaries may vary for public sector and private sector market comparisons, depending on jobs matched
- State of MN did not have market matches to the Public Sector market below HRL 18

# Market Competitiveness Base Salary – Distribution of Market Position

**Table 3**

% from Market Median	Private Sector (MN Market)		Public Sector (Other States) Market	
	# of Classifications	% of Classifications	# of Classifications	% of Classifications
20%+ above market	0	0%	11	19%
10% to 19% above market	4	1%	10	17%
0% to 9% above market	8	2%	16	27%
1% to 9% below market	20	5%	12	20%
10% to 19% below market	70	18%	9	15%
20% to 29% below market	125	33%	0	0%
30% to 39% below market	76	20%	1	2%
40% to 49% below market	42	11%	0	0%
50%+ below market	37	10%	0	0%
Total	382	100%	59	100%

- Percent of classifications includes only those with market matches within each data source, and excludes six vacant classifications

# Market Competitiveness Base Salary – By Classification

## Accounting/Audit/Finance Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Deputy Comm - Transportation/Chief Engineer	27	2812	2	\$128.8	\$110.6	\$130.1	\$312.2	-1%	-15%	-59%	-65%
Deputy Comm - Transportation COO/CFO	26	2148	1	\$124.3	\$110.6		\$269.3			-54%	-59%
Asst Commr MN Mgmt & Budget	24	1560	5	\$116.4	\$99.6		\$233.7			-50%	-57%
Asst Comm - MMB Treasury	22	1182	1	\$117.3	\$99.6		\$196.2			-40%	-49%
Dir Education Finance	21	994	2	\$121.5	\$103.1		\$170.0			-29%	-39%
Exec Budget Coordinator	21	954	5	\$106.3	\$96.0		\$163.8			-35%	-41%
Finance Services Director	21	954	5	\$112.4	\$96.0	\$85.8	\$163.8	31%	12%	-31%	-41%
Human Svcs Chief Financial Off	21	954	2	\$111.7	\$96.0		\$170.6			-35%	-44%
Transp Finance Mgmt Director	21	954	2	\$109.2	\$92.8		\$163.8			-33%	-43%
Agency Chief Financial Officer	20	830	12	\$106.5	\$92.8		\$141.5			-25%	-34%
Financial Mgt Director (SBI)	20	830	1	\$101.7	\$86.3		\$141.5			-28%	-39%
Financial Services Director-Health	20	830	1	\$91.4	\$80.3		\$141.5			-35%	-43%
NR Bureau Administrator	20	830	1	\$106.5	\$96.0		\$141.5			-25%	-32%
Exec Budget Officer Sr	20	775	3	\$92.0	\$86.3		\$132.7			-31%	-35%
Agric Dev & Fin Asstnc Dir	19	702	1	\$77.4	\$86.3		\$122.2			-37%	-29%
Financial Management Director (DLI)	19	702	1	\$101.7	\$86.3		\$122.2			-17%	-29%
Transp Audit Director	19	702	1	\$101.7	\$86.3		\$122.2			-17%	-29%
Agency Internal Audit Manager	19	677	4	\$96.6	\$86.3		\$117.9			-18%	-27%
Exec Budget Officer	19	677	6	\$81.9	\$80.3	\$64.1	\$118.6	28%	25%	-31%	-32%
Fiscal & Admin Serv Manager	19	677	6	\$95.4	\$83.3		\$118.6			-20%	-30%
State University Mgmt Officer	19	677	4	\$85.8	\$80.3		\$118.6			-28%	-32%
Minnor Indust Chief Fin Offic	19	657	1	\$98.1	\$86.3		\$116.0			-15%	-26%
Transp Finance Mgr	19	657	3	\$98.2	\$83.3		\$116.0			-15%	-28%
Financial Services Director-Commerce	18	611	1	\$90.3	\$80.3	\$85.8	\$110.0	5%	-6%	-18%	-27%
Accounting Manager	18	551	7	\$81.1	\$72.0		\$101.7			-20%	-29%
Trainee-Exec Budget Officer	17	479	5	\$64.0	\$66.9		\$90.0			-29%	-26%

# Market Competitiveness Base Salary – By Classification

## Agriculture Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Agriculture	25	1868	1	\$119.1	\$113.8	\$110.1	\$252.3	8%	3%	-53%	-55%
Deputy Commr Agriculture	23	1418	1	\$117.4	\$103.1		\$224.0			-48%	-54%
Asst Commr Agriculture	22	1142	2	\$96.3	\$99.6		\$190.9			-50%	-48%
Agronomy Asst Dir Environ Reg	19	702	1	\$94.7	\$80.3		\$122.2			-22%	-34%

# Market Competitiveness Base Salary – By Classification

## Commerce Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Commerce	24	1628	1	\$119.1	\$113.8		\$238.4			-50%	-52%
Deputy Commr Commerce-Chief of Staff	23	1418	1	\$121.5	\$103.1		\$224.0			-46%	-54%
Asst Comm - Enforcement (Commerce)	21	994	1	\$101.7	\$86.3	\$115.7	\$170.0	-12%	-25%	-40%	-49%
Deputy Comm - Commerce	21	994	3	\$117.2	\$103.1		\$170.0			-31%	-39%
Dir Actuarial & Reg Plcy Analy	21	920	3	\$159.7	\$140.8		\$157.7			1%	-11%
Weights & Measures Div Direct	20	864	1	\$95.9	\$89.5		\$147.6			-35%	-39%
Asst Commr Commerce	20	830	1	\$101.7	\$86.3		\$141.5			-28%	-39%
Asst Comm - Energy Resources	19	677	1	\$101.7	\$86.3		\$118.6			-14%	-27%
Energy Program Director	18	611	2	\$94.7	\$80.3		\$110.0			-14%	-27%

# Market Competitiveness Base Salary – By Classification

## Corrections Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Corrections	27	2676	1	\$119.1	\$113.8	\$134.3	\$302.8	-11%	-15%	-61%	-62%
Deputy Commr Corrections	25	1960	2	\$121.5	\$110.6	\$111.9	\$257.5	9%	-1%	-53%	-57%
Asst Commr Corrections	23	1372	2	\$121.5	\$106.9		\$220.2			-45%	-51%
Chief Exec Officer-Corr Facilt	22	1192	9	\$117.2	\$106.9	\$94.5	\$197.4	24%	13%	-41%	-46%
Corr Field Serv Dir	22	1192	1	\$117.4	\$106.9		\$197.4			-41%	-46%
Corr Minncor CEO	22	1192	1	\$117.4	\$103.1		\$197.4			-41%	-48%
Chief Exec Officer-Juv/Min Cor	20	864	1	\$93.7	\$92.8	\$91.5	\$147.6	2%	1%	-36%	-37%
Corr Facility Oper Dir	20	864	17	\$98.3	\$89.5		\$147.6			-33%	-39%
Corr Adult Fac Exec Asst Dir	20	805	1	\$77.5	\$86.3		\$137.0			-43%	-37%
Corr Community Svcs Reg Di	20	805	3	\$99.4	\$89.5		\$137.0			-27%	-35%
Corr Dir Admin Programs	20	805	1	\$95.5	\$89.5		\$137.0			-30%	-35%
Corr Exec Of Hrngs & Re	20	782	1	\$98.2	\$83.3		\$133.7			-27%	-38%
Corr Facility Admin Dir	19	677	12	\$89.9	\$80.3		\$118.6			-24%	-32%
Corr Alternative Prog Mgr	18	611	8	\$89.0	\$77.4		\$110.0			-19%	-30%
Corr Interstate Dep Cmpct Admn	18	588	1	\$94.7	\$80.3		\$107.0			-11%	-25%

# Market Competitiveness Base Salary – By Classification

## Diversity and EEO Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Agency Affirmative Action Mgr	18	551	2	\$81.7	\$72.0		\$101.7			-20%	-29%

# Market Competitiveness Base Salary – By Classification

## Economic Development Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Empl & Econ Dev	28	3072	1	\$119.1	\$113.8	\$128.6	\$336.3	-7%	-11%	-65%	-66%
Deputy Commr Empl & Econ Devel	25	1868	2	\$111.6	\$110.6	\$116.5	\$252.3	-4%	-5%	-56%	-56%
Commissioner-Housing Finance	24	1628	1	\$119.1	\$113.8		\$238.4			-50%	-52%
Commissioner-IRR&RB	23	1418	1	\$105.1	\$104.5		\$224.0			-53%	-53%
Deputy Commr Housing Finance	22	1074	1	\$121.5	\$110.6		\$181.3			-33%	-39%
Dir Explore Minnesota Tourism	21	954	1	\$115.1	\$103.1	\$100.5	\$163.8	15%	3%	-30%	-37%
Housing Finance Agency Exec	20	830	7	\$116.1	\$99.6		\$141.5			-18%	-30%
Economic Development Mgr	19	702	6	\$88.1	\$80.3		\$122.2			-28%	-34%
Housing Finance Agency Dir	19	677	7	\$101.5	\$86.3		\$118.6			-14%	-27%
Housing Finance Agency Exec (Chief Risk Officer)	19	654	1	\$115.1	\$99.6		\$115.6			0%	-14%
IRRRB Administrative Manager	19	634	2	\$91.5	\$77.4		\$113.0			-19%	-31%
Housing Finance Agency Exec (Credit Risk Officer)	18	588	1	\$113.7	\$99.6		\$107.0			6%	-7%
Business Community Dev Dir	18	551	1	\$88.4	\$74.7		\$101.7			-13%	-26%
Exec Sec Cosmetologist Bd Exam	16	417	1	\$76.7	\$64.6		\$78.3			-2%	-17%

# Market Competitiveness Base Salary – By Classification

## Economic Security Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Veterans Affairs	25	1868	1	\$119.1	\$113.8	\$94.1	\$252.3	27%	21%	-53%	-55%
Deputy Comm - Veterans Affairs Homes	23	1418	1	\$127.8	\$103.1		\$224.0			-43%	-54%
Deputy Commr Veterans Affairs	22	1142	1	\$121.5	\$103.1		\$190.9			-36%	-46%
Veterans Home Admin	20	805	5	\$108.2	\$92.8		\$137.0			-21%	-32%
Dir Employment Programs	20	775	5	\$100.8	\$86.3		\$132.7			-24%	-35%
Exec Dir Gov Job Training Offc	20	750	1	\$96.1	\$86.3		\$129.1			-26%	-33%
Rehabilitation Area Director	19	634	3	\$89.5	\$77.4		\$113.0			-21%	-31%
Emp & Econ Devel Staff Dir	18	611	4	\$90.9	\$80.3		\$110.0			-17%	-27%
Emp & Econ Devel Youth Pro Dir	18	611	1	\$94.7	\$80.3		\$110.0			-14%	-27%
Emp & Trng Director	18	611	2	\$92.8	\$80.3	\$107.9	\$95.8	-14%	-26%	-3%	-16%
Emp & Econ Devel Spec Prog Mgr	18	588	7	\$78.3	\$74.7		\$107.0			-27%	-30%
Rehabilitation Program Manager	18	588	1	\$82.2	\$69.5		\$107.0			-23%	-35%
Extended Employment Prog Dir	18	571	1	\$94.7	\$80.3		\$104.7			-10%	-23%

# Market Competitiveness Base Salary – By Classification

## Education and Teaching Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Education Dept	27	2676	1	\$119.1	\$113.8	\$148.5	\$302.8	-20%	-23%	-61%	-62%
Deputy Commr Education	24	1788	1	\$121.5	\$110.6		\$247.8			-51%	-55%
Dir Higher Ed Services Office	23	1358	1	\$119.1	\$113.8	\$171.7	\$218.4	-31%	-34%	-45%	-48%
OHE L-1 Exec (Deputy Dir Higher Ed Svcs Ofc)	22	1142	4	\$103.4	\$91.1		\$190.9			-46%	-52%
Asst Commr Education	22	1096	3	\$119.4	\$103.1		\$184.4			-35%	-44%
Dir Perpich Ctr Arts Educ	21	994	1	\$117.3	\$99.6		\$170.0			-31%	-41%
MN Academies Administrator	21	994	1	\$112.9	\$106.9		\$170.0			-34%	-37%
Dir Statewide Assessment	21	920	1	\$115.5	\$106.9		\$157.7			-27%	-32%
Exec Dir Higher Educ Fac Auth	21	920	1	\$101.7	\$86.3		\$157.7			-35%	-45%
OHE L-1 Executive	20	864	2	\$106.1	\$91.1		\$147.6			-28%	-38%
Arts School Prog Admin	20	830	1	\$88.4	\$86.3		\$141.5			-38%	-39%
Educ Dir Finance Reform & Acct	20	830	3	\$108.7	\$92.8		\$141.5			-23%	-34%
Corr Education Director	20	805	1	\$101.7	\$86.3		\$137.0			-26%	-37%
Educ Dir State & Fed Prog	20	775	6	\$100.4	\$86.3		\$132.7			-24%	-35%
MN Academies Director	20	755	2	\$88.6	\$86.3		\$129.8			-32%	-34%
Perpich Ctr Arts Educ Prog Dir	20	755	2	\$92.9	\$86.3		\$129.8			-28%	-34%
Dir Child Develop Services	19	725	1	\$94.7	\$80.3		\$125.5			-25%	-36%
Educ Dir Personnel Licensing	19	702	1	\$101.7	\$86.3	\$109.7	\$122.2	-7%	-21%	-17%	-29%
OHE L-1 Executive	19	702	1	\$92.5	\$91.1		\$122.2			-24%	-25%

# Market Competitiveness Base Salary – By Classification

## Electronic Installation/Maintenance Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Electronic Commun Asst Director	20	805	1	\$105.5	\$89.5		\$137.0			-23%	-35%

# Market Competitiveness Base Salary – By Classification

## Engineer/Architect Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Engineer Princ Admin Transp	21	1040	23	\$112.9	\$96.0	\$102.9	\$176.5	10%	-7%	-36%	-46%
Transp Division Engineer	21	994	4	\$119.9	\$106.9		\$149.5			-20%	-28%
Construction Proj Oprtions Mgr	20	805	1	\$105.5	\$89.5		\$131.7			-20%	-32%
Engineer Senior Administrative	20	805	56	\$104.5	\$89.5		\$137.0			-24%	-35%
Real Estate Mgmt Dir	20	805	1	\$105.5	\$89.5		\$137.0			-23%	-35%
Land Surveyor Senior Admin	20	775	1	\$105.5	\$89.5		\$132.7			-21%	-33%
Engineer Administrative Mgt	19	702	5	\$98.3	\$83.3	\$64.0	\$125.9	54%	30%	-22%	-34%
Exec Sec Arch Engr L/S Bd	19	702	1	\$91.5	\$77.4		\$122.2			-25%	-37%
Land Surveyor Admin - Mgmt	19	702	1	\$98.2	\$83.3		\$122.2			-20%	-32%
Transp Metro Right of Way Mgr	19	702	1	\$98.2	\$83.3		\$122.2			-20%	-32%
Exec Sec Cap Area Arch & Plng	17	511	1	\$82.4	\$77.4		\$95.2			-13%	-19%

# Market Competitiveness Base Salary – By Classification

## Facilities Operations/Maintenance Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Plant Mgmt Dir	20	839	1	\$101.7	\$86.3		\$140.7			-28%	-39%
Physical Plant Mgr	19	636	10	\$82.7	\$72.0	\$67.3	\$113.2	23%	7%	-27%	-36%
Institutional Supp Svcs Dir	18	588	2	\$101.7	\$86.3		\$107.0			-5%	-19%
Physical Plant Operations Mgr	18	551	2	\$88.4	\$74.7		\$101.7			-13%	-26%
Plant Mgmt Operations Manager	17	496	1	\$88.4	\$74.7		\$92.7			-5%	-19%

# Market Competitiveness Base Salary – By Classification

## Human Resources Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Mediation Service	22	1182	1	\$105.1	\$104.5		\$196.2			-46%	-47%
Human Resources Director 5	22	1142	1	\$113.2	\$96.0		\$206.3			-45%	-53%
Employee Management Div Dir	22	1096	3	\$109.2	\$92.8		\$184.4			-41%	-50%
Asst State Negotiator	21	994	1	\$105.5	\$89.5	\$87.2	\$170.0	21%	3%	-38%	-47%
Labor Mediation Mgr	20	830	1	\$101.7	\$86.3		\$141.5			-28%	-39%
Human Resources Director 4	20	800	12	\$102.4	\$89.5	\$79.8	\$137.2	28%	12%	-25%	-35%
Human Resources Director 3	19	677	9	\$90.0	\$80.3		\$110.6			-19%	-27%
Merit System Hum Res Mgr	19	677	1	\$94.7	\$80.3		\$118.6			-20%	-32%
Human Resources Director 2	18	588	7	\$87.6	\$74.7		\$106.4			-18%	-30%
Training & Development Mgr 2	18	588	3	\$86.5	\$74.7		\$106.4			-19%	-30%
Training & Development Mgr 1	17	451	4	\$82.0	\$69.5		\$86.7			-5%	-20%

# Market Competitiveness Base Salary – By Classification

## Human Services/Development Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Human Services	29	3720	1	\$143.3	\$113.8	\$133.0	\$390.1	8%	-14%	-63%	-71%
Deputy Comm - Direct Care and Treatment (DHS)	27	2812	2	\$125.8	\$110.6	\$110.8	\$312.2	13%	0%	-60%	-65%
Deputy Comm - Policy & Operations (DHS)	26	2148	1	\$125.8	\$110.6		\$269.3			-53%	-59%
Asst Comm - Health Care Administration (DHS)	25	1868	5	\$136.2	\$106.9		\$252.3			-46%	-58%
DHS Direct Care Executive Dir	24	1628	4	\$137.2	\$118.5		\$238.4			-42%	-50%
Asst Commr Human Services	23	1312	1	\$121.5	\$106.9		\$212.6			-43%	-50%
Ombudsman Mntl Hlth & Dev Dis	22	1182	1	\$97.1	\$104.5		\$196.2			-50%	-47%
MSOP Deputy Director	22	1142	1	\$121.5	\$106.9		\$190.9			-36%	-44%
Dir Child & Family Services	21	994	7	\$108.5	\$92.8		\$170.0			-36%	-45%
Health Care Program Mgr Sr	21	994	8	\$107.5	\$92.8		\$170.0			-37%	-45%
Residential Prog Svcs Dir 2	21	924	1	\$109.2	\$92.8		\$158.4			-31%	-41%
State Oper Svs Chief Qual Ofcr	21	890	1	\$104.3	\$99.6		\$152.3			-32%	-35%
Deputy Ombuds for MH and DD	20	830	1	\$91.5	\$77.4		\$141.5			-35%	-45%
Chief Exec Officer 3-Human Svc	20	805	7	\$112.7	\$103.1	\$108.7	\$137.0	4%	-5%	-18%	-25%
Deputy Div Dir Human Svcs OIG	20	805	3	\$109.2	\$92.8		\$137.0			-20%	-32%
Dir Child Services Divisions	20	805	1	\$86.6	\$86.3		\$137.0			-37%	-37%
Dir Deaf & Hard Hearing Sv Div	20	805	1	\$99.3	\$86.3		\$137.0			-28%	-37%
Health Care Operations Mgr	20	805			\$86.3		\$137.0				-37%
Residential Prog Svcs Dir 1	20	805	9	\$96.2	\$86.3		\$137.0			-30%	-37%
Health Care Program Mgr	20	775	15	\$93.6	\$80.3		\$132.7			-29%	-39%

# Market Competitiveness Base Salary – By Classification

## Human Services/Development Careers (continued)

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Residential Prog Svcs MgrSr	19	702	13	\$90.9	\$80.3		\$122.2			-26%	-34%
Continuing Care Program Mgr	19	677	2	\$89.0	\$86.3		\$118.6			-25%	-27%
Facility Security Director	19	657	3	\$82.5	\$80.3		\$116.0			-29%	-31%
Residential Prog Svcs Mgr	18	611	3	\$87.5	\$74.7		\$110.0			-20%	-32%
Self-Sufficiency Program Dir	18	611	1	\$94.7	\$80.3		\$110.0			-14%	-27%
Planning Dir Develop Disabilit	18	588	1	\$94.7	\$80.3		\$107.0			-11%	-25%
Residential Prog Manager	17	496	8	\$72.3	\$69.5		\$92.7			-22%	-25%
Exec Dir Social Work Bd	17	479	1	\$82.2	\$69.5		\$90.0			-9%	-23%

# Market Competitiveness Base Salary – By Classification

## Industrial Safety/Regulation Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Labor & Industry	25	2028	1	\$119.1	\$113.8	\$117.4	\$261.7	1%	-3%	-55%	-57%
Deputy Commr Labor & Industry	24	1628	1	\$121.3	\$110.6		\$238.4			-49%	-54%
Asst Commr Labor & Industry	22	1232	1	\$118.9	\$103.1		\$202.5			-41%	-49%
Asst Dir Constr Codes & Lic	19	702	4	\$94.0	\$80.3		\$122.2			-23%	-34%
Dir Workplace Safety Consult	19	677	1	\$98.2	\$83.3		\$111.8			-12%	-26%
Labor Standards Director	19	677	1	\$92.6	\$80.3		\$118.6			-22%	-32%
Occup Safety & Hlth Team Dir	19	677	2	\$91.5	\$77.4		\$106.0			-14%	-27%

# Market Competitiveness Base Salary – By Classification

## Information Technology Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
State Chief Information Offcr	27	2676	1	\$133.2	\$125.7	\$135.6	\$302.8	-2%	-7%	-56%	-58%
Asst Commr Office of Entp Tech	24	1628	1	\$138.8	\$117.9		\$238.4			-42%	-51%
OET Executive Manager	24	1628	1	\$131.9	\$113.9		\$238.4			-45%	-52%
Chief Information Officer	22	1182	15	\$124.9	\$113.9		\$179.3			-30%	-36%
Information Syst Director	20	864	8	\$124.9	\$110.1		\$144.4			-14%	-24%
Dir Administrative Info System	20	830	4	\$111.3	\$95.6		\$141.5			-21%	-32%
Information Syst Applic Mgr	20	805	14	\$117.2	\$102.6		\$139.1			-16%	-26%
MN.IT Division Manger 2	20	805	7	\$124.0	\$110.1		\$137.0			-9%	-20%
MN.IT Division Manager 1	19	702	9	\$115.9	\$102.6		\$122.2			-5%	-16%
Asst Dir CJIS (Vacant)	18	611			\$77.4		\$110.0				-30%
Information Mgmt Srvcs Div Dir	18	611	5	\$113.2	\$95.6		\$111.1			2%	-14%
MnSCU Information Systems Mgr	18	588	4	\$119.5	\$102.6		\$107.0			12%	-4%

# Market Competitiveness Base Salary – By Classification

## Insurance/Benefits Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Exec Dir PERA	22	1142	1	\$126.0	\$113.8	\$138.6	\$190.9	-9%	-18%	-34%	-40%
Exec Dir St Retirement System	22	1142	1	\$126.0	\$113.8	\$138.6	\$190.9	-9%	-18%	-34%	-40%
Exec Dir Teachers Ret Assoc	22	1142	1	\$126.0	\$113.0	\$138.6	\$190.9	-9%	-18%	-34%	-41%
Unemployment Ins Director	22	1142	1	\$109.2	\$92.8		\$190.9			-43%	-51%
Disability Determ Svc Dir	20	839	1	\$101.7	\$86.3		\$143.1			-29%	-40%
Asst Exec Dir Retire Sys Cl - MSRS	20	805	1	\$90.9	\$80.3		\$137.0			-34%	-41%
Unemployment Ins Prog Dir	20	775	5	\$96.9	\$86.3		\$132.7			-27%	-35%
Asst Exec Dir MSRS	19	702	1	\$101.7	\$86.3		\$122.2			-17%	-29%
Asst Exec Dir Retire Sys Cl - TRA	19	702	1	\$94.7	\$80.3		\$122.2			-22%	-34%
Asst Exec Dir Retire Sys Unc	19	702	1	\$94.7	\$80.3		\$122.2			-22%	-34%
Dir Workers Comp Prog	19	702	1	\$90.5	\$80.3		\$122.2			-26%	-34%
Disability Determ Svc Opns Dir	19	702	1	\$89.9	\$80.3		\$122.2			-26%	-34%
EID Program Manager	19	677	4	\$90.7	\$80.3		\$118.6			-24%	-32%
PERA Division Manager	19	677	3	\$93.5	\$80.3		\$118.6			-21%	-32%
Disability Determ Svc Asst Dir	18	551	2	\$69.3	\$74.7		\$101.7			-32%	-26%

# Market Competitiveness Base Salary – By Classification

## Laboratory Science Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Forensic Laboratory Dir	21	994	1	\$106.4	\$96.0		\$170.0			-37%	-44%
Public Health Lab Div Dir	21	994	1	\$109.2	\$92.8		\$139.8			-22%	-34%
Forensic Laboratory Asst Dir	20	805	2	\$101.7	\$86.3		\$137.0			-26%	-37%
Public Health Lab Mgr	19	702	1	\$84.7	\$83.3	\$90.2	\$122.2	-6%	-8%	-31%	-32%
Asst Dir Lab Services Division	18	571	1	\$88.4	\$74.7		\$104.7			-16%	-29%

# Market Competitiveness Base Salary – By Classification

## Law Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Corr Dir Policy & Legal Servic	22	1074	1	\$111.4	\$106.9		\$181.3			-39%	-41%
Revenue Legal Leg Aff Dir	21	994	1	\$113.2	\$96.0		\$170.0			-33%	-44%
Dir Appeals And Contracts	20	830	1	\$109.2	\$92.8		\$141.5			-23%	-34%
Revenue Crim Investigation Dir	18	611			\$80.3		\$110.0				-27%
Appeals Examiner Chief	18	588	3	\$87.6	\$80.3		\$107.0			-18%	-25%

# Market Competitiveness Base Salary – By Classification

## Loans and Grants Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Housing Finance Agency Mgr	19	634	9	\$89.8	\$77.4		\$113.0			-20%	-31%

# Market Competitiveness Base Salary – By Classification

## Manufacturing/Equipment Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Minncor Vice-Pres Operations	20	805	2	\$106.6	\$92.8		\$137.0			-22%	-32%
Dir Corrections Industries	19	657	7	\$85.4	\$80.3		\$116.0			-26%	-31%

# Market Competitiveness Base Salary – By Classification

## Medical/Dental/Nursing Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Veterans Home Admin - Mpls	22	1192	1	\$120.2	\$103.1		\$197.4			-39%	-48%
Corr Health Svcs Dir	22	1142	1	\$117.4	\$103.1		\$190.9			-39%	-46%
Nurse Executive	21	890	1	\$117.3	\$99.6		\$152.3			-23%	-35%
Exec Dir Animal Health Bd	20	864	1	\$113.2	\$96.0		\$147.6			-23%	-35%
Exec Dir Medical Practice Bd	20	805	1	\$94.7	\$80.3		\$137.0			-31%	-41%
Asst Dir Animal Health Bd	19	702	4	\$96.9	\$86.3		\$122.2			-21%	-29%
Corr Health Program Dir	19	702	2	\$113.2	\$96.0		\$113.6			0%	-15%
Dir Nursing	19	702	3	\$109.0	\$89.5	\$91.5	\$119.9	19%	-2%	-9%	-25%
Exec Sec Pharmacy Bd	19	702	1	\$125.9	\$106.9		\$122.2			3%	-13%
Exec Dir Emer Med Services	19	677	1	\$94.8	\$86.3		\$118.6			-20%	-27%
Exec Dir Nursing Bd	19	677	1	\$105.5	\$89.5		\$118.6			-11%	-25%
Exec Dir Chiropractic Exam Bd	18	551	1	\$85.2	\$72.0		\$101.7			-16%	-29%
Exec Sec Dentistry Bd	18	551	1	\$85.2	\$72.0		\$101.7			-16%	-29%
Exec Dir Diet & Nutr Pract Bd	16	406	1	\$73.5	\$62.3		\$76.2			-4%	-18%
Exec Sec Podiatry Bd	15	353	1	\$71.2	\$60.0		\$65.1			9%	-8%

# Market Competitiveness Base Salary – By Classification

## Natural Resources Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Natural Resources	28	3072	1	\$119.1	\$113.8	\$123.4	\$336.3	-4%	-8%	-65%	-66%
Commissioner-Pollution Control	26	2328	1	\$119.1	\$113.8	\$123.4	\$280.8	-4%	-8%	-58%	-59%
Deputy Commr Natural Resource	26	2148	1	\$117.4	\$110.6		\$269.3			-56%	-59%
Deputy Commr Pollution Control	25	1868	1	\$117.9	\$103.1		\$252.3			-53%	-59%
Asst Commr NR	23	1418	3	\$117.3	\$106.9		\$224.0			-48%	-52%
Dir Zoological Gardens	23	1418	1	\$247.4	\$127.6		\$224.0			10%	-43%
Asst Commr Pollution Control	22	1142	3	\$104.1	\$92.8		\$190.9			-45%	-51%
Exec Dir Water & Soil Res Bd	22	1142	1	\$115.0	\$103.1	\$113.2	\$190.9	2%	-9%	-40%	-46%
NR Dir - Ecological Serv	21	994	1	\$117.4	\$103.1		\$170.0			-31%	-39%
NR Dir - Enforcement	21	994	1	\$113.4	\$103.1		\$170.0			-33%	-39%
NR Dir - Fish & Wildlife	21	994	1	\$117.4	\$103.1		\$170.0			-31%	-39%
NR Dir - Forestry	21	994	1	\$117.4	\$103.1	\$105.5	\$170.0	11%	-2%	-31%	-39%
NR Dir - Lands & Minerals	21	994	1	\$117.4	\$103.1		\$170.0			-31%	-39%
NR Dir - Parks & Rec	21	994	1	\$117.4	\$103.1	\$103.7	\$170.0	13%	-1%	-31%	-39%
Pollution Cont Division Dir	21	994	8	\$108.8	\$92.8	\$95.5	\$170.0	14%	-3%	-36%	-45%
Pollution Cont Strat Mgr	21	994	2	\$109.2	\$92.8		\$170.0			-36%	-45%
Transp Environmental Svcs Dir	21	994	1	\$113.2	\$96.0		\$170.0			-33%	-44%
Zoo Animal Programs Director	21	994	1	\$109.2	\$92.8		\$170.0			-36%	-45%
Zoo Deputy Director	21	924	1	\$125.9	\$106.9		\$158.4			-21%	-32%

# Market Competitiveness Base Salary – By Classification

## Natural Resources Careers (continued)

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Zoo Conservation Director	20	830	1	\$81.5	\$89.5		\$141.5			-42%	-37%
NR Asst Division Director	20	805	6	\$100.0	\$92.8		\$137.0			-27%	-32%
NR Forestry Asst Dir	20	805	1	\$101.4	\$92.8		\$137.0			-26%	-32%
NR Minerals Asst Dir	20	805	2	\$100.0	\$86.3		\$137.0			-27%	-37%
NR Regional Director	20	805	4	\$107.3	\$92.8		\$137.0			-22%	-32%
Pollution Cont Asst Div Dir	20	805	9	\$99.1	\$86.3		\$137.0			-28%	-37%
Exec Dir Mn Forest Res Council	19	702	1	\$101.7	\$86.3		\$122.2			-17%	-29%
NR Forestry Section Mgr	19	702	3	\$94.0	\$83.3		\$122.2			-23%	-32%
NR Minerals Development Mgr	19	702	1	\$98.2	\$83.3		\$122.2			-20%	-32%
NR Prog Mgr	19	702	12	\$92.5	\$86.3		\$122.2			-24%	-29%
NR Waters Operation Manager	19	702			\$86.3		\$122.2				-29%
Pollution Cont Program Admi	19	702	27	\$92.8	\$80.3		\$122.2			-24%	-34%
Mineland Reclamation Manager	19	677	1	\$89.7	\$80.3		\$118.6			-24%	-32%
NR Section Manager	19	677	9	\$94.4	\$83.3		\$118.6			-20%	-30%
Zoo Education Director	19	677	1	\$70.5	\$80.3		\$118.6			-41%	-32%
Zoo Strategic Services Dir	19	677	1	\$95.6	\$92.8		\$118.6			-19%	-22%
NR Manager	18	611	1	\$82.2	\$69.5		\$110.0			-25%	-37%
Zoo Conservation Manager	18	588	2	\$80.0	\$74.7		\$107.0			-25%	-30%

# Market Competitiveness Base Salary – By Classification

## Planning/Research Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Public Utilities	23	1358	5	\$97.1	\$104.5	\$109.4	\$218.4	-11%	-4%	-56%	-52%
Revenue Research Director	22	1096	1	\$117.4	\$110.6		\$184.4			-36%	-40%
Exec Sec Pub Utilities Comm	21	954	1	\$101.7	\$86.3		\$163.8			-38%	-47%
Transp Off CPPM Director	21	954	1	\$113.2	\$96.0		\$163.8			-31%	-41%
Corr Dir Admin Svcs	20	864	1	\$117.4	\$103.1		\$147.6			-20%	-30%
Dir Management Analysis	20	830	1	\$105.5	\$89.5		\$141.5			-25%	-37%
Human Svcs Research Director	20	830	1	\$106.1	\$92.8		\$141.5			-25%	-34%
Research Director	20	775	3	\$90.5	\$76.4		\$132.7			-32%	-42%
Transp Planning Dir	20	775	9	\$104.7	\$89.5		\$128.1			-18%	-30%
Transp Prog Financial/Plng Dir	20	755	2	\$94.4	\$83.3		\$129.8			-27%	-36%
Asst Dir Mgt Analysis	19	702	1	\$96.4	\$86.3		\$122.2			-21%	-29%
Proj Manager	19	702	13	\$92.5	\$83.3		\$109.9			-16%	-24%
Pub Util Regulation Unit Mgr	19	702	5	\$101.2	\$86.3		\$122.2			-17%	-29%
State Archaeologist	19	700	1	\$94.7	\$80.3		\$121.9			-22%	-34%
Demographer State	19	677	1	\$93.0	\$80.3		\$118.6			-22%	-32%
Research Director, Sent Guid C	19	677	1	\$91.7	\$89.5		\$118.6			-23%	-25%
Transp Planning Mgr	19	677	1	\$94.7	\$80.3		\$111.7			-15%	-28%
Proj Functional Manager	18	611	12	\$86.0	\$77.4		\$110.0			-22%	-30%
Research Plan & Evaluation Dir	18	588	5	\$84.4	\$74.7		\$107.0			-21%	-30%
Welfare Strat Plcy Analyst Cl	17	464	2	\$76.7	\$64.6		\$87.2			-12%	-26%

# Market Competitiveness Base Salary – By Classification

## Protective Services Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Public Safety	27	2584	1	\$119.1	\$113.8	\$116.3	\$297.0	2%	-2%	-60%	-62%
Deputy Commr Public Safety	26	2248	1	\$121.5	\$110.6	\$105.8	\$275.7	15%	5%	-56%	-60%
Asst Commr Public Safety	24	1708	1	\$121.5	\$106.9		\$243.2			-50%	-56%
Superintendent BCA	23	1262	1	\$121.5	\$103.1		\$206.3			-41%	-50%
Dir Emergency Services	22	1232	1	\$113.2	\$96.0		\$202.5			-44%	-53%
State Patrol Chief	22	1142	1	\$117.4	\$103.1	\$111.9	\$190.9	5%	-8%	-39%	-46%
Exec Dir Military Affairs	21	994	1	\$99.8	\$99.6		\$170.0			-41%	-41%
Dir Driver & Vehicle Services	20	864	1	\$117.3	\$99.6		\$147.6			-21%	-33%
State Fire Marshal	20	830	1	\$92.8	\$92.8		\$141.5			-34%	-34%
NR Asst Dir - Enforcement	20	805	1	\$109.2	\$92.8		\$137.0			-20%	-32%
State Patrol Assistant Chief	20	805	1	\$109.2	\$92.8		\$137.0			-20%	-32%
Dir Drug Policy & Violence Pre	19	725	1	\$101.7	\$86.3		\$125.5			-19%	-31%
Corr Investigation Manager	19	702	1	\$113.2	\$96.0		\$122.2			-7%	-21%
Dir Special Investigations	19	702	1	\$101.7	\$86.3		\$122.2			-17%	-29%
NR Prog Mgr 3 - Enforcement	19	702	2	\$101.7	\$86.3		\$122.2			-17%	-29%
Exec Sec Peace Off Tng Bd	18	611	1	\$98.2	\$83.3		\$110.0			-11%	-24%
Exec Dir Ctr Crime Victim Srvs	18	588	1	\$109.2	\$92.8		\$107.0			2%	-13%
NR Prog Mgr 2 - Enforcement	18	551	8	\$92.8	\$80.3		\$101.7			-9%	-21%

# Market Competitiveness Base Salary – By Classification

## Psychology/Counseling Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
MSOP Clinical Director	22	1096	1	\$130.2	\$110.6		\$184.4			-29%	-40%
Corr Behav Health Svcs Dir	21	994	1	\$110.3	\$96.0		\$170.0			-35%	-44%
Behavioral Med Practitioner Sr	19	702	3	\$145.7	\$140.8		\$122.2			19%	15%
Exec Sec Psychology Bd	17	496	1	\$81.1	\$69.5		\$92.7			-13%	-25%
Exec Dir Beh Hlth & Therapy Bd	16	417	1	\$82.2	\$69.5		\$78.3			5%	-11%
Exec Sec Mar & Fam Therapy Bd	16	404	1	\$67.3	\$64.6		\$75.9			-11%	-15%

# Market Competitiveness Base Salary – By Classification

## Public Administration Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-MN Mgmt & Budget	27	2936	1	\$119.1	\$113.8	\$118.4	\$323.7	1%	-4%	-63%	-65%
Commissioner-Administration	25	1868	1	\$119.1	\$113.8	\$112.3	\$252.3	6%	1%	-53%	-55%
Deputy Commr MMB	24	1788	1	\$121.5	\$110.6	\$112.3	\$247.8	8%	-1%	-51%	-55%
Transp Chief Admin Officer	23	1418	1	\$120.0	\$106.9		\$224.0			-46%	-52%
Admin Agency Div Dir Sr (DHS Inspector General)	23	1312	1	\$117.3	\$99.6		\$212.6			-45%	-53%
Senior Admin Officer	23	1262	14	\$116.3	\$103.1		\$206.3			-44%	-50%
Admin Svcs Dir-DEED	22	1142	1	\$109.2	\$92.8		\$190.9			-43%	-51%
Commissioner-Human Rights	22	1096	1	\$119.1	\$113.8	\$90.1	\$184.4	32%	26%	-35%	-38%
Admin Agency Div Dir Sr - Admin	21	924	7	\$115.6	\$99.6	\$102.4	\$164.3	13%	-3%	-30%	-39%
State Program Admin Manager Prin - MMB	21	920	1	\$102.1	\$89.5		\$157.7			-35%	-43%
Deputy Commr Human Rights	20	830	1	\$102.3	\$96.0	\$90.1	\$141.5	14%	7%	-28%	-32%
Dir Governmental Relations Unc	20	830	1	\$103.6	\$96.0		\$141.5			-27%	-32%
Exec Dir Mn Amateur Sports Com	20	830	1	\$109.2	\$92.8		\$141.5			-23%	-34%
Senior Executive Officer	20	830	7	\$98.4	\$86.3		\$141.5			-30%	-39%
Admin Svcs Bureau Mgr	20	805	2	\$101.7	\$86.3		\$137.0			-26%	-37%
Admin Svcs Dir-DLI	20	805	1	\$111.0	\$92.8		\$137.0			-19%	-32%
Management Services Director	20	805	1	\$101.7	\$86.3		\$137.0			-26%	-37%
State Prog Admin Manager Prin - Corrections	20	805	81	\$101.9	\$89.5		\$137.0			-26%	-35%
Dir Governmental Relations Cl	20	775	1	\$112.9	\$96.0		\$131.7			-14%	-27%
Civil Rights Director	19	725	1	\$91.6	\$89.5		\$125.5			-27%	-29%
Exec Dir St Arts Bd	19	725	1	\$92.9	\$83.3		\$125.5			-26%	-34%

# Market Competitiveness Base Salary – By Classification

## Public Administration Careers (continued)

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Admin Agency Div Director	19	702	1	\$99.3	\$86.3		\$122.2			-19%	-29%
Admin Svcs Dir (CFO/Asst Exec Dir)-PERA	19	702	1	\$109.2	\$92.8		\$122.2			-11%	-24%
Dir Community & Media Rltns	19	702	4	\$93.8	\$89.5		\$122.2			-23%	-27%
Transp Support Svcs Dir	19	702			\$83.3		\$122.2				-32%
Admin Mgmt Services Dir	19	677	5	\$94.7	\$80.3	\$69.9	\$118.6	35%	15%	-20%	-32%
State Prog Admin Manager Sr	19	634	145	\$91.6	\$80.3		\$113.0			-19%	-29%
Exec Dir Asian Pcf Minn Council	18	611	1	\$61.5	\$74.7		\$110.0			-44%	-32%
Exec Dir Black Minn Council	18	611	1	\$78.4	\$74.7		\$110.0			-29%	-32%
Exec Dir Chicano Latino Aff Co	18	611	1	\$76.6	\$74.7		\$110.0			-30%	-32%
Exec Dir Indian Affairs Bd	18	611	1	\$86.6	\$74.7		\$110.0			-21%	-32%
Human Rights Division Director	18	611	2	\$77.7	\$80.3		\$110.0			-29%	-27%
Asst To Commr	18	588	7	\$78.7	\$74.7		\$107.0			-26%	-30%
DVS Program Director	18	571	4	\$86.7	\$80.3		\$104.7			-17%	-23%
State Prog Admin Manager	18	571	98	\$84.5	\$74.7	\$100.3	\$104.7	-16%	-26%	-19%	-29%
Admin Mgmt Director 2	18	551	7	\$88.2	\$74.7	\$69.9	\$101.7	26%	7%	-13%	-26%
Asst Exec Dir Campaign Fin Bd	17	496	1	\$88.4	\$74.7		\$92.7			-5%	-19%
Exec Assistant Principal	17	479	2	\$82.2	\$69.5		\$90.0			-9%	-23%
Admin Officer	16	417	13	\$73.4	\$64.6		\$78.3			-6%	-17%
Exec Assistant	16	404	8	\$70.4	\$64.6		\$75.9			-7%	-15%
Exec Aide	15	332	11	\$66.2	\$57.1		\$60.9			9%	-6%

# Market Competitiveness Base Salary – By Classification

## Public Health Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Health	27	2676	1	\$119.0	\$113.8	\$140.5	\$302.8	-15%	-19%	-61%	-62%
Deputy Commr Health	25	1868	1	\$121.5	\$110.6	\$117.1	\$252.3	4%	-6%	-52%	-56%
Asst Commr Health	23	1418	1	\$121.5	\$106.9		\$224.0			-46%	-52%
Asst Comm-Facilities Mgmt (Administration)	23	1312	1	\$117.4	\$106.9		\$212.6			-45%	-50%
Asst Comm - Administrative Services (Health)	22	1096	1	\$121.5	\$106.9		\$184.4			-34%	-42%
Asst Comm-Financial Mgmt and Admin (Administration)	22	1096	1	\$117.4	\$106.9		\$184.4			-36%	-42%
Environmental Hlth Div Dir	21	994	1	\$113.1	\$96.0		\$137.5			-18%	-30%
Health Care P&D Syst Div Dir	21	994	2	\$109.2	\$92.8		\$170.0			-36%	-45%
Disease Prev & Cont Div Dir	21	954	2	\$109.2	\$92.8		\$163.8			-33%	-43%
Health Community Svcs Div Dir	21	924	1	\$109.2	\$92.8		\$158.4			-31%	-41%
Epidemiologist Program Manager	20	864	3	\$116.4	\$110.6		\$147.6			-21%	-25%
Asst Comm-Strategic Partnership (Administration)	20	830	1	\$117.4	\$106.9		\$141.5			-17%	-24%
Health Asst Div Director	20	805	7	\$96.5	\$86.3		\$137.0			-30%	-37%
Health Survey & Compliance Mgr	20	805	1	\$98.2	\$83.3		\$137.0			-28%	-39%
Health Promotion & Educ Manage	19	725	1	\$101.7	\$86.3		\$125.5			-19%	-31%
Health Program Manager Senior	19	677	17	\$94.0	\$80.3		\$118.6			-21%	-32%
Health Program Manager	18	571	2	\$74.7	\$74.7		\$104.7			-29%	-29%

# Market Competitiveness Base Salary – By Classification

## Public Relations/Marketing Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Minnco Vice-Pres Business Dev	19	677	2	\$103.0	\$92.8		\$117.4			-12%	-21%
Information Director	18	551	4	\$84.4	\$74.7		\$106.9			-21%	-30%
Zoo Sales & Marketing Manager	18	531	1	\$94.7	\$80.3		\$98.4			-4%	-18%
Tourism Marketing Manager	17	496	3	\$79.3	\$69.5		\$92.7			-14%	-25%

# Market Competitiveness Base Salary – By Classification

## Purchasing/Administrative Services Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Materials Mgmt Assist Dir	19	702	1	\$101.7	\$86.3		\$122.2			-17%	-29%
Materials Mgmt Division Mgr	18	551	2	\$91.5	\$77.4		\$101.7			-10%	-24%

# Market Competitiveness Base Salary – By Classification

## Rehabilitation Therapy Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Exec Dir Physical Therapy Bd	16	393	1	\$82.2	\$69.5		\$73.5			12%	-5%

# Market Competitiveness Base Salary – By Classification

## Revenue/Gaming Regulation Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Revenue	28	3072	1	\$119.1	\$113.8	\$122.9	\$336.3	-3%	-7%	-65%	-66%
Deputy Commr Revenue	26	2148	1	\$117.4	\$110.6	\$102.4	\$269.3	15%	8%	-56%	-59%
Asst Commr Revenue	24	1510	2	\$116.3	\$103.1		\$230.3			-49%	-55%
Exec Dir Mn State Lottery	23	1486	1	\$113.9	\$131.8		\$228.7			-50%	-42%
Exec Dir, Pari-Mutuel Racing	21	994	1	\$113.6	\$104.5		\$170.0			-33%	-39%
Revenue Tax System Dir 3	21	994	7	\$99.9	\$92.8	\$118.2	\$170.0	-15%	-21%	-41%	-45%
Asst Dir Mn State Lottery	21	964	2	\$111.9	\$99.6		\$165.6			-32%	-40%
Exec Dir Gambling Control	20	864	1	\$99.1	\$104.5		\$147.6			-33%	-29%
Revenue Tax System Dir 4	20	864	1	\$108.0	\$99.6		\$147.6			-27%	-33%
Lottery Sales Manager	20	805	1	\$101.7	\$86.3		\$137.0			-26%	-37%
Revenue Tax System Dir 2	20	805	2	\$101.7	\$86.3		\$137.0			-26%	-37%
Deputy Dir, Pari-Mutuel Racing	19	702			\$90.4		\$122.2				-26%
Revenue Assistant Director 1	19	702	9	\$92.0	\$80.3		\$122.2			-25%	-34%
Gambling Security Director	19	677	1	\$94.7	\$80.3		\$118.6			-20%	-32%
Lottery Research & Plan Dir	19	677	1	\$94.7	\$80.3		\$118.6			-20%	-32%
Revenue Operations Asst Dir	18	611	1	\$67.4	\$77.4		\$110.0			-39%	-30%

# Market Competitiveness Base Salary – By Classification

## Transportation Operations/Regulation Careers

Job Title	State of MN					Market		% MN Avg Pay from Public Sector (Other States) P50	% MN Midpoint from Public Sector (Other States) P50	% MN Avg Pay from Private Sector (MN) P50	% MN Midpoint from Private Sector (MN) P50
	HRL	Eval Points	# of EEs	Average Pay	Current MP	Public Sector (Other States) P50	Private Sector (MN) P50				
Commissioner-Transportation	29	3720	1	\$119.1	\$113.8	\$144.8	\$390.1	-18%	-21%	-69%	-71%
Asst Commr Transportation	24	1628	1	\$121.5	\$106.9	\$111.4	\$238.4	9%	-4%	-49%	-55%
Transp Asst Div Dir	23	1312	4	\$121.4	\$103.1		\$212.6			-43%	-51%
Transp Gov & Comm Rel Dir	21	954	1	\$113.2	\$96.0		\$163.8			-31%	-41%
Transp Dir Comm & Media Rel	20	864	1	\$103.2	\$89.5		\$147.6			-30%	-39%
Transp Operations Manager	20	864	9	\$113.2	\$96.0		\$147.6			-23%	-35%
Transp Prog Director	19	702	11	\$97.6	\$83.3		\$122.2			-20%	-32%

04

Market Competitiveness  
Benefits

# Market Competitiveness Benefits

**For compensation decisions to be made based on the competitiveness of total compensation, Hay Group has conducted an analysis of the competitiveness of the benefits program offered by the State**

- This section of the analysis is based on the benefits program information provided by the State for its current FY benefits program, which began July 1, 2013
- Hay Group used two comparator markets for the benefits analysis
  - Private Sector (MN) Market – Minnesota private sector organizations contained in our 2013 database
  - Public Sector (Other States) Market – Select States from MN’s peer group taken from NCASG survey, including Colorado, Iowa, Michigan, Missouri, Montana, Nebraska, North Dakota, South Dakota, Wisconsin and Wyoming
- The following pages summarize the State’s competitive position relative to both sources. Please refer to the appendix for a description of the benefits valuation methodology
- It is important to note that this analysis compares the value of benefits for someone hired today by the State to a new hire in the market. This ensures an apples to apples comparison, that does not consider the impact of grandfathered or frozen benefits

# Market Competitiveness Benefits

**The State provides a full range of benefit programs to employees at the Manager level and above that is competitive relative to both the Private Sector (MN) market as well as the Public Sector (Other States) market**

- The table below summarizes Minnesota's current market position compared to each market, in aggregate as well as by benefit program component:

Benefit Area	Minnesota vs. Private Sector (MN) Market	Minnesota vs. Public Sector (Other States) Market
Total Benefits	P75	P75
Retirement	P75 +	P50
Health Care	P75 +	P75 +
Disability	P75	P50
Life Insurance	P75	P75 +
Other	P50	P50 +

*Paid time off (vacation), is not valued under Hay Group's methodology, however, commentary regarding how Minnesota's policies compare to prevalent market practice is included in this section*

# Market Competitiveness Benefits

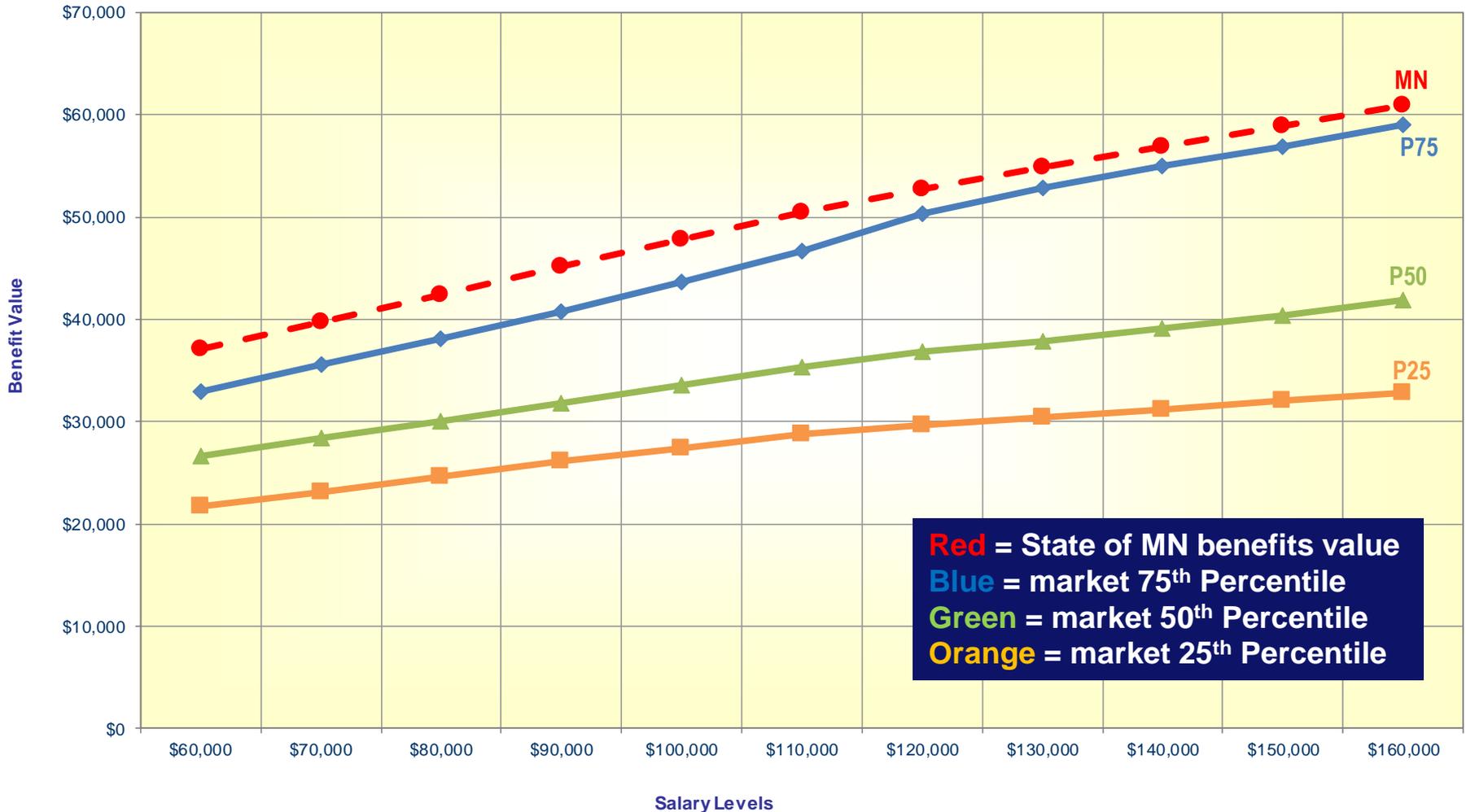
**The State provides a full range of benefit programs to its commissioners and managers that is aligned with the market 75th percentile in aggregate**

- Retirement, a primary driver of overall market competitiveness, is at or above the market median relative to both the Private Sector (MN) and Public Sector (Other States) markets
- Health care (medical, dental and vision plans), another driver of overall competitiveness, is above the market 75th percentile of both markets due to low employee premiums and out of pocket costs
- The State's disability program, which includes sick leave, voluntary short-term disability (STD) and the long-term disability (LTD) component of the Manager's Income Protection Plan, is competitive relative to both markets
- The life insurance benefit for Managers is also competitive; however, this benefit comprises a smaller portion of the total benefit package and does not drive overall value
- The charts on the following slides show the following:
  - Public sector organizations, specifically States, provide similar benefit programs, as shown by the relatively narrow corridor between the 75th and 25th percentiles
  - Private sector organizations provide similar benefits; however, the range of benefit levels is much wider than State programs

# Market Competitiveness Total Benefits – State vs. Private Sector

TOTAL BENEFITS VALUES

PRIVATE SECTOR (MN) MARKET



# Market Competitiveness

## Total Benefits – State vs. Private Sector

### STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET

Benefit Area	Market Comparison	Key Findings
<b>Total Benefits</b>	P75	Market position of health care and retirement weigh heavily in overall benefit program competitiveness
<b>Retirement</b>	P75 +	The low prevalence of defined benefit pension plans in the MN market (20%) puts Minnesota's program above prevalent market practice. Defined contribution programs are prevalent market practice, with median contributions of 4% of pay
<b>Health Care</b>	P75 +	The State's health care program is above the market P75 due to low premium contributions and out of pocket costs for employees and their families. In the market, employee contributions of 20-25% of premium are typical
<b>Disability (Includes Sick Leave)</b>	P75	Minnesota provides short term disability benefits through sick leave (13 days per year with no maximum) while the Minnesota market typically provides less accrued leave and provides an employer paid STD benefit. The 60% LTD benefit provided through the MIPP is aligned with typical market median practice
<b>Life Insurance</b>	P75	Minnesota's 1.5 x salary life insurance benefit is at the market P75, except for those earning more than \$110,000, as market prevalence of executive life insurance increases
<b>Other</b>	P50	Tuition reimbursement and telecommunications assistance contribute to the State's market median position
<b>Paid Leave</b>	Above Market Median	The State's service based accrual not only provides more vacation upfront (19 days), but has a maximum of 29 days, which is above prevalent market practice

# Market Competitiveness Total Benefits – State vs. Public Sector

TOTAL BENEFITS VALUES

PUBLIC SECTOR (OTHER STATES) MARKET



# Market Competitiveness

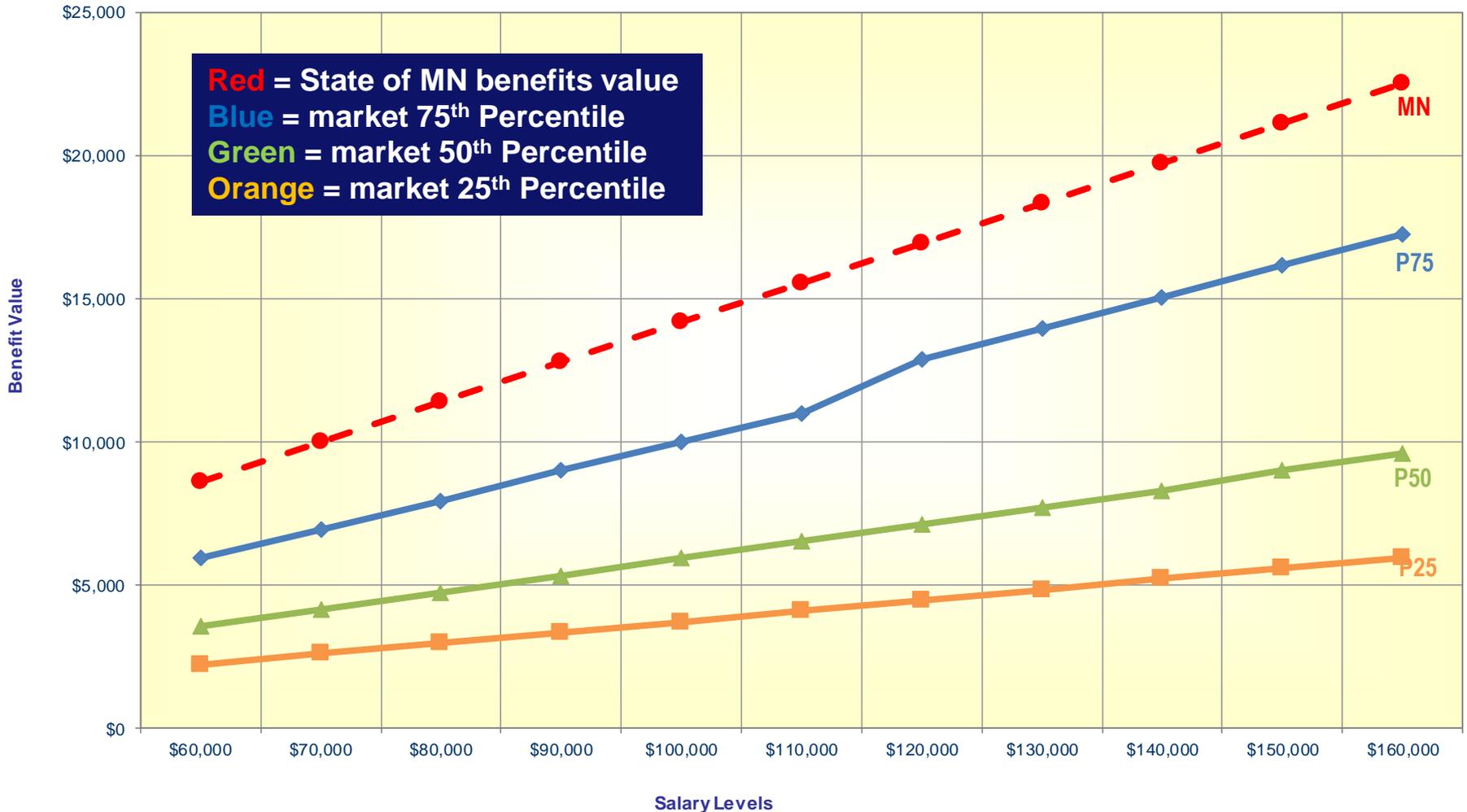
## Total Benefits – State vs. Public Sector

### STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET

Benefit Area	Market Comparison	Key Findings
<b>Total Benefits</b>	P75	Market position of health care and retirement weigh heavily in overall benefit program competitiveness
<b>Retirement</b>	P50	Defined benefit plans continue to be provided by States (9 of 10). The combination of Minnesota's formula, employee contributions, and COLA provisions generate a market median retirement program
<b>Health Care</b>	P75 +	Market position relative to other States is driven by higher overall premium cost sharing. Minnesota employees pay 0% and 10% for single and family coverage, while typical State market median practice is for employees to pay an average of 10% and 18% for employee and family coverage, respectively
<b>Disability (Includes Sick Leave)</b>	P50	Minnesota provides short term disability benefits through sick leave accrual as do most States. Minnesota's IPP provides LTD coverage that is typical of the private sector market, but is also competitive with other states
<b>Life Insurance</b>	P75 +	Minnesota's 1.5 x salary benefit is above the market 75 <sup>th</sup> percentile, as 60% of the market provides a flat dollar benefit and 40% provide a 1 x salary benefit
<b>Other</b>	P50 +	Tuition reimbursement and telecommunications assistance, which are not prevalent in other States, contribute to the State's above market median position in this category
<b>Paid Leave</b>	Above Market Median	The number of paid holidays is consistent with other States. Vacation accruals are higher than other States

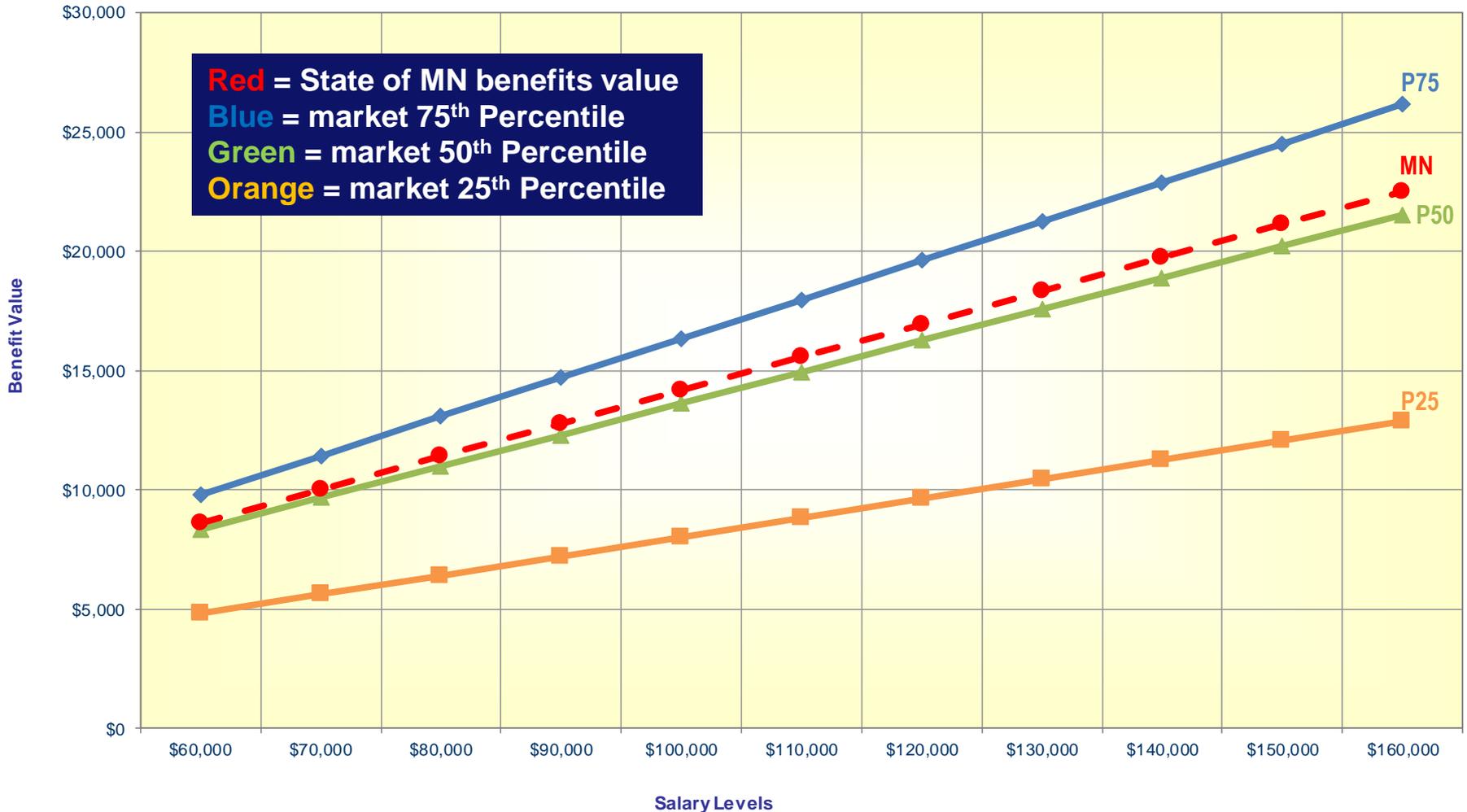
# Market Competitiveness Retirement

## RETIREMENT BENEFITS VALUES – STATE VS. PRIVATE SECTOR (MN) MARKET



# Market Competitiveness Retirement

## RETIREMENT BENEFITS VALUES – STATE VS. PUBLIC SECTOR (OTHER STATES) MARKET



# Market Competitiveness Retirement

- Minnesota provides the following retirement programs to employees:
  - Defined benefit retirement with a benefit of 1.7% final average compensation times years of service
  - Deferred compensation plan that provides up to a \$300 match or conversion of 50 hours of vacation per year
- Minnesota's defined benefit retirement plan compares favorably to both markets. The table below outlines the key provisions of Minnesota's plan compared to the market medians:

Pension Plan Provision	Minnesota	Public Sector (Other States) Market	Private Sector (MN) Market
Employee Contributions	5%	6%	0%
Pension Multiplier	1.7%	1.8%	1.5%
Early Retirement Reduction	Varies by year	5.5%	5.0%
Cost of Living Increases (COLA)	Yes	Mixed	No

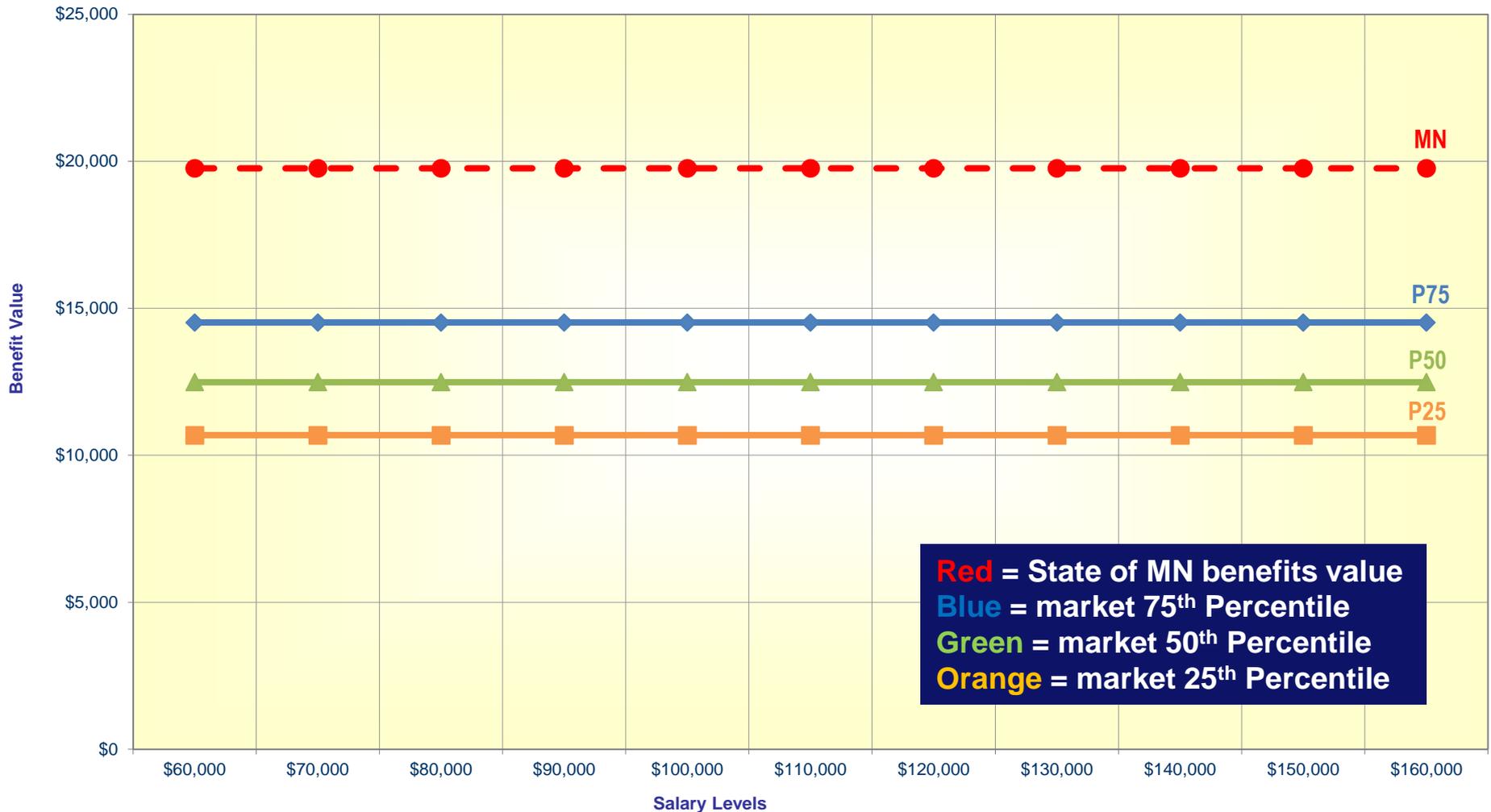
- The required employee contributions to the retirement program are offset by the 1.7% multiplier and COLA

# Market Competitiveness Retirement

- The competitiveness of Minnesota's defined benefit plan is enhanced relative to the Private Sector (MN) market, where organizations typically provide a defined contribution plan with employer contribution only (80%), with only 20% providing a defined benefit plan
  - Median contributions toward retirement, in total, are 4% of pay in the Private Sector (MN) market
  - Employer contributions are typically in the form of a 401(k) match (97%), with profit sharing (18%) and fixed employer contributions (9%) less prevalent
- When compared to the Public Sector (Other States) market, which continues to provide defined benefit plans (90%), Minnesota's defined benefit plan is at the market median primarily due to the lower employee contributions and the COLA offsetting the higher early retirement reduction factors that range from 3% to 7% per year depending on age
- Minnesota's \$300 match in the voluntary 457 plan enhances the total retirement value of the program but is not competitive when compared to other defined contribution programs that provide a contribution of 4% of pay at the median. Employees may receive the match in lieu of vacation conversion
- Defined benefit programs provide more value to employees than defined contribution plans, as employees are not subject to investment risk and typically do not make contributions
- Minnesota's retirement program is above the 75th percentile of the Private Sector (MN) market and at the market median of the Public Sector (Other States) market

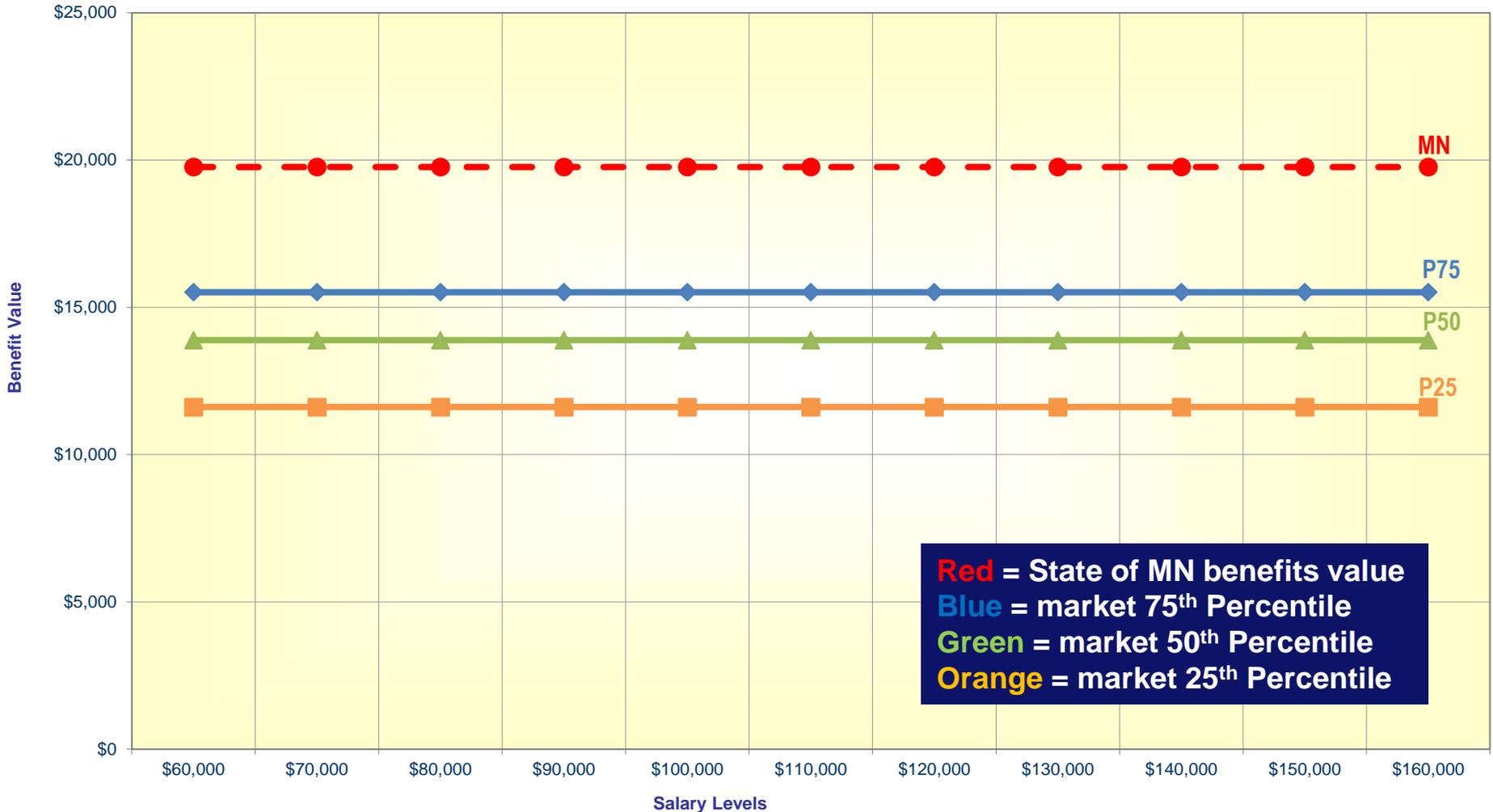
# Market Competitiveness Health Care

## HEALTH CARE BENEFITS VALUES – STATE VS. PRIVATE SECTOR (MN) MARKET



# Market Competitiveness Health Care

## HEALTH CARE BENEFITS VALUES – STATE VS. PUBLIC SECTOR (OTHER STATES) MARKET



# Market Competitiveness Health Care

- Minnesota's most prevalent plan is cost level 2 in the Minnesota Advantage Health Plan, which is a PPO. PPO plans are the most common for both comparator groups
  - Minnesota provides 4 tiers of coverage that offer a range of deductible, coinsurance and out of pocket maximum levels
- Minnesota requires employees to pay 0% of the premium for single coverage and 10% of the premium for family coverage, which is above prevalent market practice:
  - Median Private Sector (MN) market practice is for employees to pay 22% of the premium for single or family coverage
  - Median Public Sector (Other States) market practice is for employees to pay 10% of the premium for employee coverage and 18% for family coverage
- Deductibles under Cost Level 2 are significantly above prevalent practice for both the Private Sector (MN) and the Public Sector (Other States) market:

Deductible – Median	Private Sector (MN) Market	Public Sector (Other States) Market	State of MN
In network deductible – Single	\$550	\$400	\$180
In network deductible – Family	\$1,035	\$850	\$360

# Market Competitiveness Health Care

- Minnesota's out of pocket maximums are also above both markets:

OOP – Median	Private Sector (MN) Market	Public Sector (Other States) Market	State of MN
Out of pocket maximum – Single	\$2,000	\$1,750	\$1,100
Out of pocket maximum – Family	\$4,500	\$3,500	\$2,200

- Minnesota provides 95% coinsurance for most services, while market median practice in both markets is to provide 80% coinsurance
- For prescription coverage, Minnesota maintains a three tier copayment schedule of \$12/\$18/\$38. The \$12 generic copayment is higher than market median of \$10, while the \$38 for brand drugs is lower than market median of \$45
  - Minnesota also maintains a prescription out of pocket maximum, which protects high Rx utilizers from significant drug costs. Prescription out of pocket maximums are not prevalent in the markets
- Minnesota provides health care coverage to retirees on a retiree pay all basis. 30% of the Private Sector (MN) market and 40% of the Public Sector (Other States) market provides some type of retiree coverage
- Minnesota is below typical market practice on retiree coverage cost sharing, as organizations that do provide retiree coverage typically share the cost of coverage (67%)

# Market Competitiveness Health Care

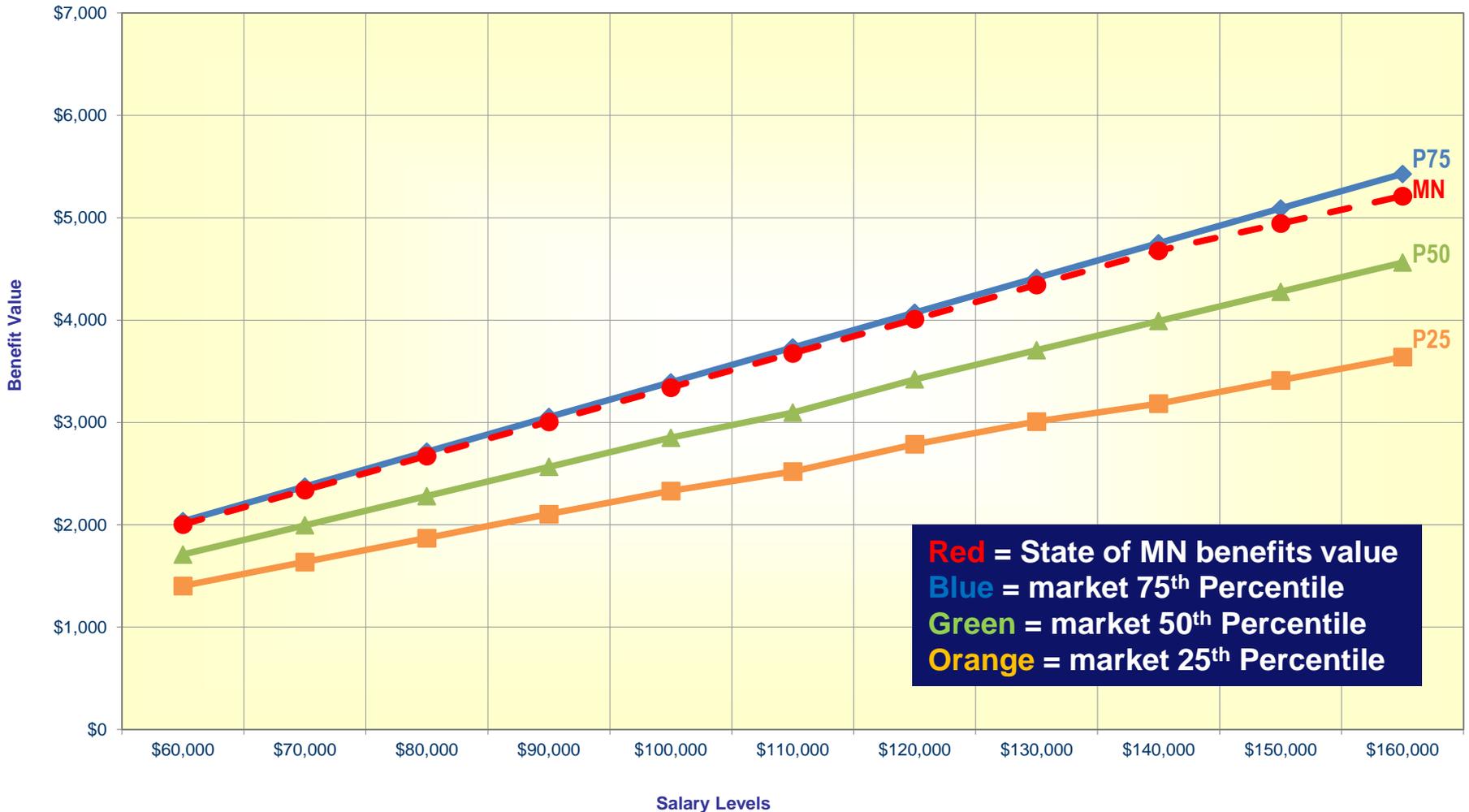
- Minnesota provides dental coverage to employees on a cost shared basis
  - In the markets, dental coverage is typically provided on a cost shared basis (19% for employee coverage and 39% for family coverage), with the Public Sector (Other States) market requiring employees to pay 50% of the premium and Private Sector (MN) market requiring contributions of 30%
  - Minnesota’s dental plan design is aligned with prevalent practice in both markets, with the following exceptions:

Dental Plan Feature	Private Sector (MN) Market	Public Sector (Other States) Market	State of MN
Coinsurance – Preventive / Basic / Major Services	100% / 80% / 50%	100% / 80% / 50%	100% / 60% / 60%
Orthodontia Maximum	\$1,500	\$1,500	\$2,400

- Vision coverage is typically a stand alone benefit that is employee paid and provides allowances for exams, lenses, frames and contacts. Minnesota does not provide stand alone vision coverage, but rather provides limited vision services through the medical plan
- The State of Minnesota’s health care program is above the 75th percentile of both markets due to low employee premium cost sharing and out of pocket costs under the active medical plan

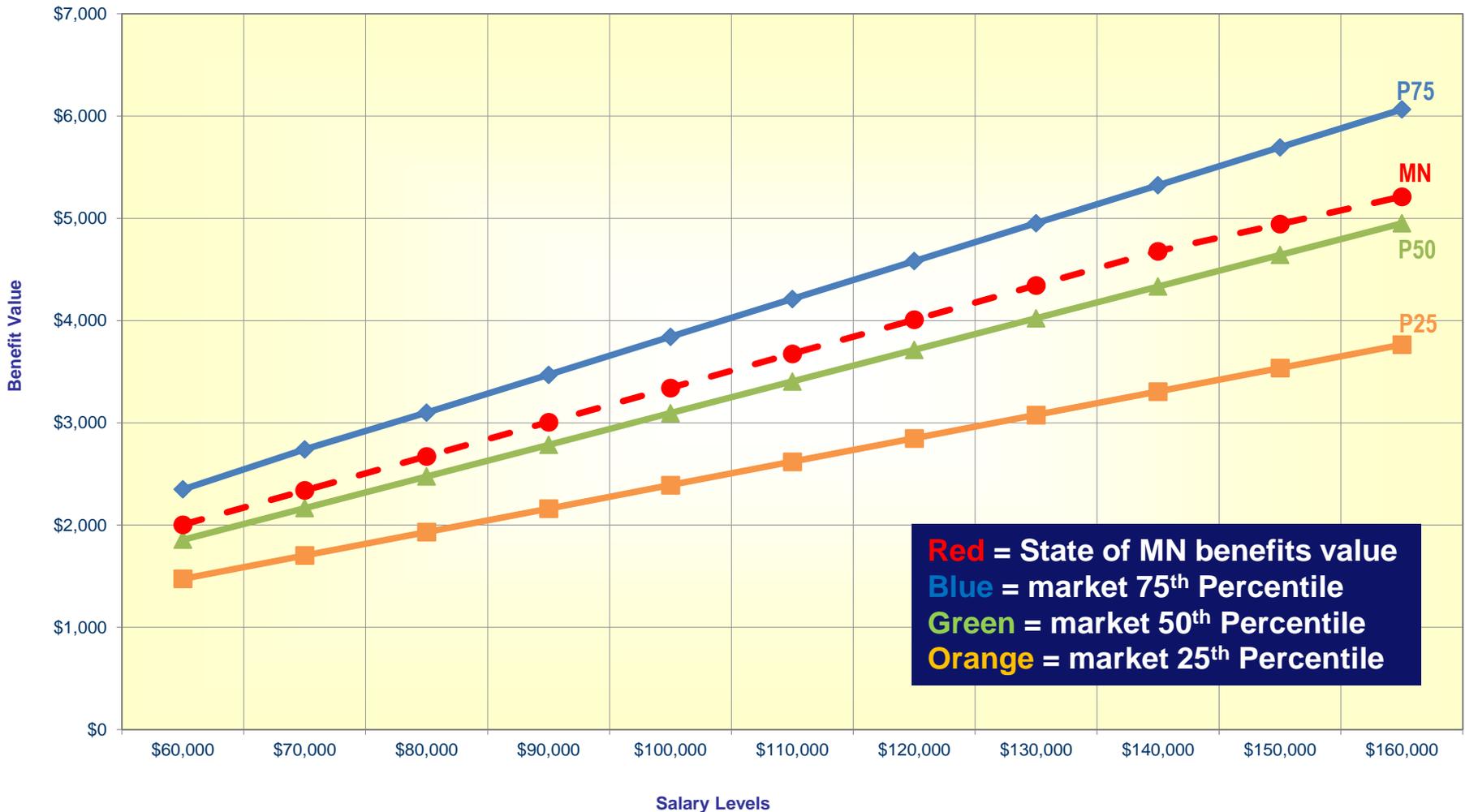
# Market Competitiveness Disability

## DISABILITY BENEFITS VALUES – STATE VS. PRIVATE SECTOR (MN) MARKET



# Market Competitiveness Disability

## DISABILITY BENEFITS VALUES – STATE VS. PUBLIC SECTOR (OTHER STATES) MARKET



# Market Competitiveness Disability

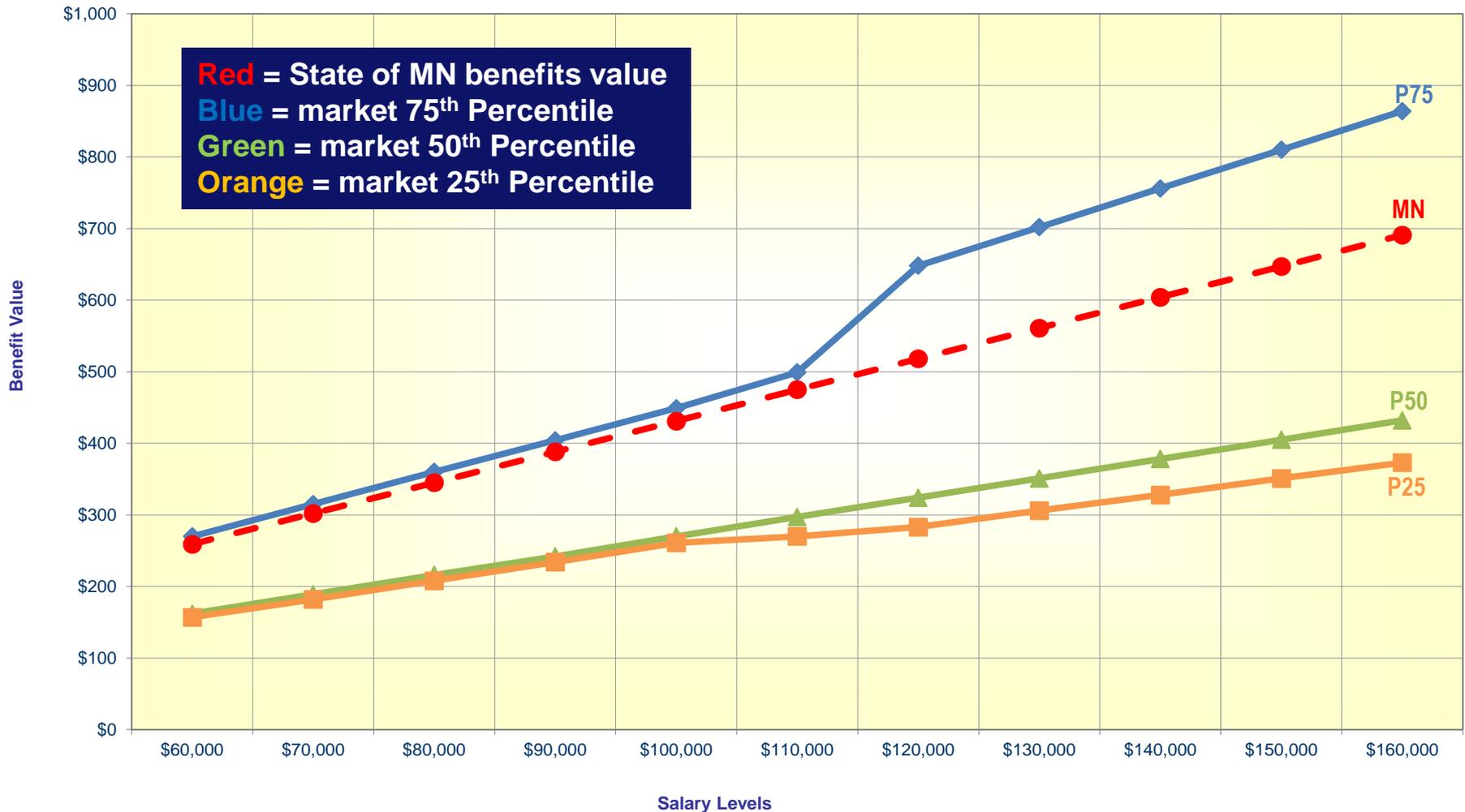
- Minnesota's disability program is comprised of a salary continuation plan or sick leave, employee paid short and long-term disability and employer paid long term disability provided through the Manager's Income Protection Plan
- Salary continuation provides benefits at full pay based on accumulation of days (13 days per year) with no maximum accumulation. In the Public Sector (Other States) market, the accrual is typically 12 days per year
- The State places no limit on the number of sick days an employee can accumulate, which is in line with the Public Sector (Other States) market, but not the Private Sector (MN) market
- Limited sick leave (5 to 8 days per year, with no carry over) combined with an employer paid STD program is the prevalent Private Sector (MN) market practice. The STD benefit is typically a 60% of pay for a period up to 26 weeks, after which LTD begins
- Most Managers in Minnesota elect LTD coverage through the Income Protection Plan, which is provided at no cost to the employee. The LTD benefit is 60% of base salary up to a \$7,000 monthly maximum. Managers earning up to \$140,000 will receive the full LTD benefit. This LTD benefit is offset by any disability benefit paid under MSRS
- In the Public Sector (Other States) market, 40% provide LTD benefits through the retirement system and 60% provide a stand alone LTD program. LTD benefits are typically provided on a stand alone basis in the Private Sector (MN) market

# Market Competitiveness Disability

- Only 40% of the Public Sector (Other States) market pays for the cost of LTD coverage, 30% are employee pay and 30% are cost shared. In the Private Sector (MN) market, 80% of organizations pay for LTD coverage
- LTD benefits in the Private Sector (MN) market are typically 60% of pay with a monthly maximum of \$12,000 to \$15,000. LTD benefits are similar in the Public Sector (Other States) market; however, the maximum is typically lower at \$6,500
- Minnesota's overall disability program is above median when compared to the Public Sector (Other States) market and at the 75th percentile when compared to the Private Sector (MN) market
  - While Minnesota is aligned with the Public Sector (Other States) on sick leave / STD, it is slightly better when LTD benefits are compared
  - Minnesota's LTD program is aligned with the Private Sector (MN) market, while its sick leave / STD is better than the Private Sector (MN) market
  - Sick Leave / STD carries more weight in this category due to higher probability of utilization than LTD coverage. As a result, the difference in LTD programs between Minnesota and other States does not have as great an impact on competitiveness as the sick leave / STD difference has between Minnesota and the Private (MN) market

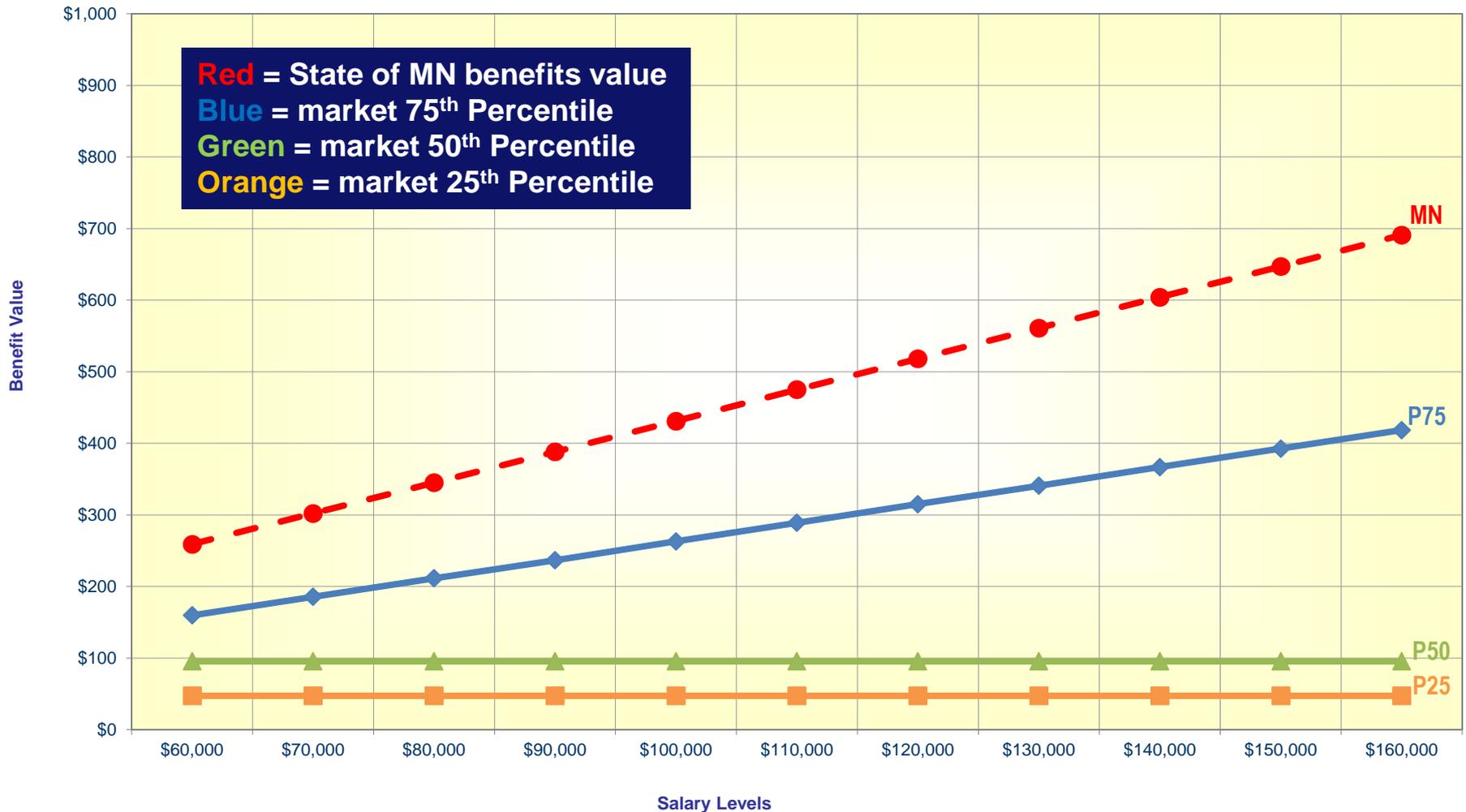
# Market Competitiveness Life Insurance

## LIFE INSURANCE VALUES – STATE VS. PRIVATE SECTOR (MN) MARKET



# Market Competitiveness Life Insurance

## LIFE INSURANCE VALUES – STATE VS. PUBLIC SECTOR (OTHER STATES) MARKET



# Market Competitiveness

## Life Insurance

- Minnesota provides two life insurance options to Managers: 2 times base salary or 1.5 times base salary plus LTD coverage (LTD was analyzed on the previous slides). The most prevalent basic life insurance benefit provided is the 1.5 time base salary option
  - 94% of organizations in the Private Sector (MN) market provide a salary based benefit, typically 1 times salary, with a benefit maximum of \$750,000
  - 60% of the Public Sector provide a flat dollar benefit with a median of \$20,000, while the remaining 40% provide a salary based benefit, with a median of 1 times salary
- Minnesota augments the basic benefit by offering employee paid supplemental group life coverage that provide up to \$500,000 in additional coverage. This type of benefit typical in the market, provided by nearly 100% of the Private and Public Sector markets
- Minnesota also provides employee-paid dependent group life coverage with a \$500,000 maximum for a spouse or \$10,000 per dependent child, which is aligned with the markets
- Minnesota provides Accidental Death & Dismemberment coverage on an employee paid basis. This is not aligned with typical market practice, where 70% of the Public Sector market and 80% of the Private Sector market provide employer paid AD&D coverage. The benefit level typically mirrors the basic life insurance coverage
- Minnesota's program is at or above the 75th percentile of both markets due to the salary based benefit, which exceeds typical Public Sector market practice, and the 1.5 times salary benefit, which exceed typical Private Sector (MN) market practice

# Market Competitiveness

## Other Benefits

- The State provides health care and dependent care spending accounts to its employees, as well as tuition reimbursement (on a discretionary basis by agency) and telecommuting assistance programs:
  - Minnesota is aligned with the median of the Private Sector (MN) market, as tuition reimbursement is a common benefit in the market. Transportation assistance and meal subsidies are examples of other benefits that are somewhat prevalent in the Private Sector (MN) market
  - Because the prevalence of benefits in this category in the Public Sector (Other States) market is low, Minnesota is above the median of this market. Specifically, only 30% of the Public Sector (Other States) provide any type of educational reimbursement, while 75% of the Private Sector (MN) market provides educational reimbursement

# Market Competitiveness

## Holiday/Vacation

- Minnesota provides 11 paid holidays, which is aligned with the median of the Public Sector (Other States) market, but above the Private Sector (MN) market, which typically provides 9 paid holidays (combined fixed and floating)
- Minnesota provides a service based vacation accrual schedule to employees. The table below compares Minnesota's vacation accruals with the median of the Public Sector (Other States) and Private Sector (MN) markets:

Years of Service	Private Sector (MN) Market	Public Sector (Other States) Market	State of MN
0 to 2 years	11	13	<b>19.5</b>
3 to 5 years	13	14	<b>19.5</b>
9 to 10 years	17	18	<b>24.375</b>
11 to 15 years	21	21	<b>26</b>
Maximum Accrual	21	23	<b>29.25 (at 24 YRS)</b>

- There is prevalence of executive vacation programs in the Private Sector (MN) market that provide for 4 to 6 additional vacation days up to 10 years of service, after which the median accrual is the same regardless of employee level

# Market Competitiveness

## Holiday/Vacation

- Minnesota allows employees to convert up to 50 hours of unused vacation to deferred compensation contributions on an annual basis
  - This is not a prevalent market practice in either market
  - Employees are provided the opportunity to enhance their retirement savings without reducing pay, which may be valuable to some employees
  - Employees opting for vacation conversion may not receive the \$300 matching contribution
- Minnesota's holiday and vacation practices are above typical market practice when compared to the Private Sector (MN) as well as the Public Sector (Other States) market

# Market Competitiveness Benefits – Historical

- Hay Group thought it was important to understand the State's historical level of benefits competitiveness, as it has been several years since Minnesota has conducted a comprehensive review of benefits programs
- The tables on the following slides shows a comparison of the 2003 Unit 220 benefits competitiveness to current for both the Private Sector (MN) market and the Public Sector (Other States) market. Also included is commentary regarding changes in the market and in Minnesota that account for market position changes

# Market Competitiveness Benefits – Historical

## PRIVATE SECTOR (MN) MARKET

### State of Minnesota vs. Private Sector Market – 2003 and Current

Benefit Area	Minnesota vs. Private Sector (MN) Market		Private Sector (MN) Market / Minnesota Trends
	Current	2003	
<b>Total Benefits</b>	P75 +	P75	Improvements to components elevates total benefit position
<b>Retirement</b>	P75 +	P75	Private sector DB plans are less prevalent now than in 2003, elevating the State's market position
<b>Healthcare</b>	P75 +	P75 +	Although cost level 2 is more prevalent now, out of pocket costs remain significantly lower for State employees than private sector
<b>Disability</b>	P75	P50	Sick leave is more valuable than typical private sector STD programs that replace only 60% of pay
<b>Life Insurance</b>	P75	P50	Private sector has moved from 2 time pay closer to 1 times pay, elevating the value of the State's 1.5 benefit

# Market Competitiveness Benefits – Historical

## PUBLIC SECTOR (OTHER STATES) MARKET

### State of Minnesota vs. Public Sector Market – 2003 and Current

Benefit Area	Minnesota vs. Public Sector (Other States) Market		Public Sector (Other States) Market / Minnesota Trends
	Current	2003	
<b>Total Benefits</b>	P75 +	P75 +	Improvements to components elevates total benefit position
<b>Retirement</b>	P75	P75 +	No trend away from DB plans among peer States, keeping market position unchanged
<b>Healthcare</b>	P75 +	P75 +	Premium and out of pocket costs continue to be much lower for Minnesota employees than other States
<b>Disability</b>	P50	P50	No changes to structure or benefit level in this category
<b>Life Insurance</b>	P75 +	P75	States are transitioning from flat dollar to salary based benefit, but MN's 1.5 x salary benefit exceeds typical State practice

05

Market Competitiveness  
Total Compensation

# Market Competitiveness

## Total Compensation

In aggregate, the State's Total Compensation (Base Salary + Benefits) is above the Public Sector market median (+11.2%) but below the Private Sector market median (-16.0%)

Component	Minnesota vs. Market P50	
	Private Sector (MN) Market	Public Sector (Other States) Market
Base Salary	-27.1%	+0.2%
Benefits *	+22.8%	+26.4%
Benefits at P50 Salary Level **	+41.5%	+26.8%
<b>Total Compensation</b>	<b>-16.0%</b>	<b>+11.2%</b>

\* Market position of the State's benefits program based on the ACTUAL base salary market position

\*\* Market position of the State's benefits program IF the State's base salary was at the median of the market

- This section combines all components of pay – base salary, benefits, and annual incentive - to show the State's total compensation market competitiveness
- The tables on the following slides are the basis for the total compensation charts, which illustrate the State's market position by HRL relative to the Private Sector and Public Sector markets

# Market Competitiveness Total Compensation

## Comparison of the State's TOTAL COMPENSATION market competitiveness by HRL to the Private Sector Market

Reference Level (HRL)	Number of Employees	Base Salary			Total Benefits			Total Compensation		
		Minnesota	Private Sector (MN) Market	MN vs. Market	Minnesota	Private Sector (MN) Market	MN vs. Market	Minnesota	Private Sector (MN) Market	MN vs. Market
				P50						
29	2	\$131,165	\$390,063	-66%	\$55,100	\$76,181	-28%	\$186,265	\$466,244	-60%
28	3	\$119,059	\$336,341	-65%	\$52,579	\$68,129	-23%	\$171,639	\$404,470	-58%
27	10	\$123,766	\$308,070	-60%	\$53,573	\$63,891	-16%	\$177,339	\$371,961	-52%
26	6	\$120,910	\$272,304	-56%	\$52,983	\$58,531	-9%	\$173,894	\$330,834	-47%
25	15	\$124,180	\$253,617	-51%	\$53,658	\$55,573	-3%	\$177,838	\$309,190	-42%
24	20	\$123,988	\$237,610	-48%	\$53,618	\$52,716	2%	\$177,606	\$290,326	-39%
23	41	\$118,664	\$214,698	-45%	\$52,489	\$49,647	6%	\$171,153	\$264,345	-35%
22	65	\$116,619	\$188,875	-38%	\$52,020	\$45,896	13%	\$168,638	\$234,771	-28%
21	125	\$112,138	\$167,589	-33%	\$50,992	\$42,955	19%	\$163,130	\$210,544	-23%
20	404	\$103,684	\$138,053	-25%	\$48,806	\$38,931	25%	\$152,489	\$176,984	-14%
19	455	\$93,592	\$117,142	-20%	\$46,096	\$36,292	27%	\$139,688	\$153,434	-9%
18	237	\$86,639	\$105,681	-18%	\$44,230	\$34,341	29%	\$130,869	\$140,022	-7%
17	29	\$76,017	\$90,831	-16%	\$41,378	\$31,952	30%	\$117,395	\$122,783	-4%
16	26	\$73,028	\$77,198	-5%	\$40,576	\$29,589	37%	\$113,604	\$106,787	6%
15	12	\$66,664	\$61,218	9%	\$38,867	\$26,868	45%	\$105,531	\$88,086	20%
<b>Total</b>	<b>1,450</b>			<b>-27%</b>			<b>23%</b>			<b>-16%</b>

These figures are used in the total compensation charts on the following slides

# Market Competitiveness Total Compensation

## Comparison of the State's TOTAL COMPENSATION market competitiveness by HRL to the Public Sector (Other States) Market

Reference Level (HRL)	Number of Employees	Base Salary			Total Benefits			Total Compensation		
		Minnesota	Public Sector (Other States) Market	MN vs. Market	Minnesota	Public Sector (Other States) Market	MN vs. Market	Minnesota	Public Sector (Other States) Market	MN vs. Market
29	2	\$131,165	\$133,975	-2%	\$55,100	\$45,853	20%	\$186,265	\$179,828	4%
28	3	\$119,059	\$128,318	-7%	\$52,579	\$44,857	17%	\$171,639	\$173,175	-1%
27	10	\$123,766	\$123,598	0%	\$53,573	\$44,026	22%	\$177,339	\$167,623	6%
26	3	\$119,323	\$119,557	0%	\$52,640	\$43,129	22%	\$171,962	\$162,686	6%
25	9	\$118,225	\$116,104	2%	\$52,388	\$42,505	23%	\$170,613	\$158,609	8%
24	2	\$121,472	\$113,202	7%	\$53,099	\$41,981	26%	\$174,571	\$155,183	12%
23	6	\$100,773	\$110,722	-9%	\$48,024	\$41,533	16%	\$148,797	\$152,255	-2%
22	15	\$118,938	\$108,647	9%	\$52,552	\$40,691	29%	\$171,489	\$149,338	15%
21	55	\$110,815	\$99,585	11%	\$50,688	\$38,923	30%	\$161,504	\$138,507	17%
20	21	\$105,442	\$92,952	13%	\$49,278	\$37,343	32%	\$154,720	\$130,295	19%
19	31	\$90,226	\$87,473	3%	\$45,193	\$36,039	25%	\$135,419	\$123,512	10%
18	108	\$84,974	\$83,024	2%	\$43,783	\$34,979	25%	\$128,757	\$118,003	9%
<b>Total</b>	<b>265</b>			<b>0%</b>			<b>26%</b>			<b>11%</b>

*State of MN did not have market matches to the Public Sector (Other States) market below HRL 18*

**These figures are used in the total compensation charts on the following slides**

# Market Competitiveness

## Total Compensation

### Notes:

- The charts on the following pages illustrate the total compensation picture for State of Minnesota employees relative to the Private Sector (MN) market as well as the Public Sector (Other States) market at various employee levels
- The MN average salary varies depending on market, as only those jobs for which there are matches in the market are used to determine the MN average salary
- Total Compensation charts compare the following:
  - State of Minnesota Base Salary plus Benefits
  - Market Median Base Salary plus Benefits
  - Market Median Base Salary plus Annual Incentive\* and Benefits
    - \* It is common in the private sector to pay annual incentives, so an additional bar is shown on the Private Sector (MN) total compensation charts that reflect this component of pay
- Also included are corresponding pay mix charts that show the differences between the State's compensation elements and the two markets
  - Pay mix for State employees does vary against the market depending on salary

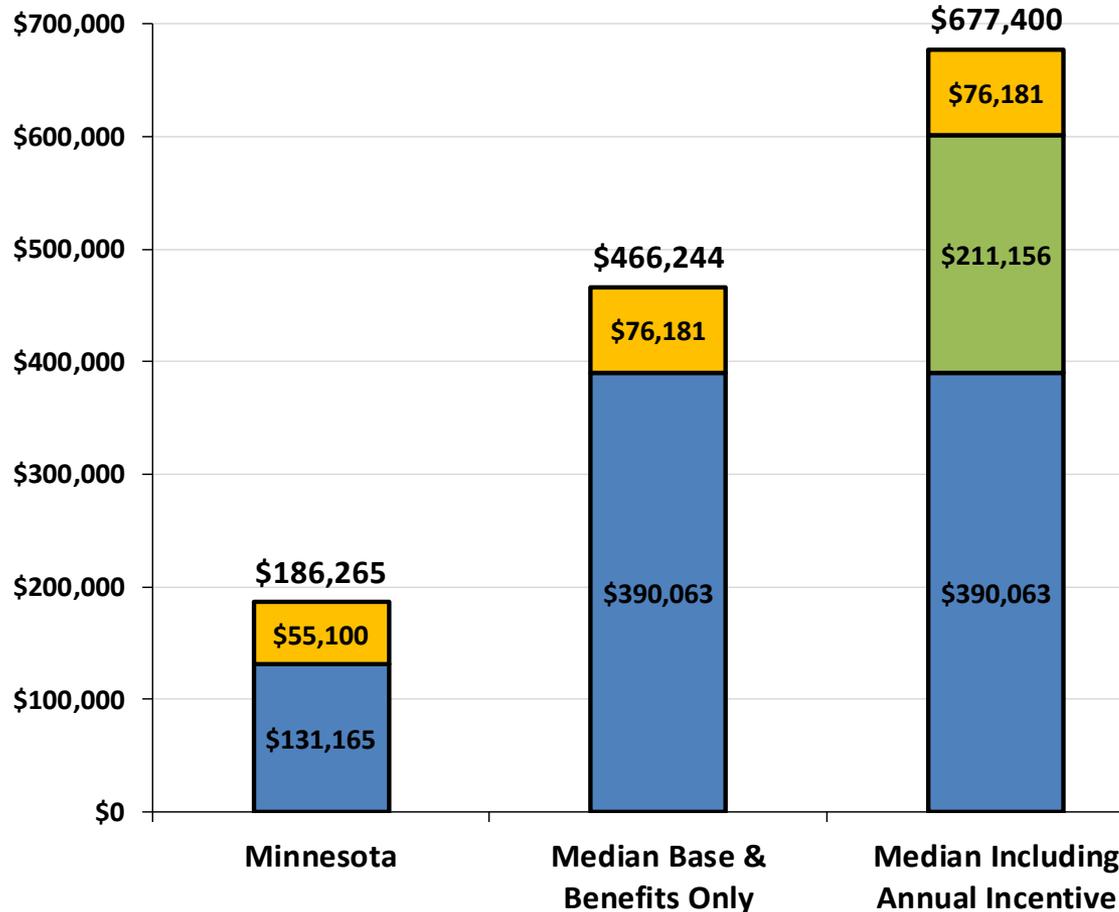
# Market Competitiveness Total Compensation

## Notes (continued):

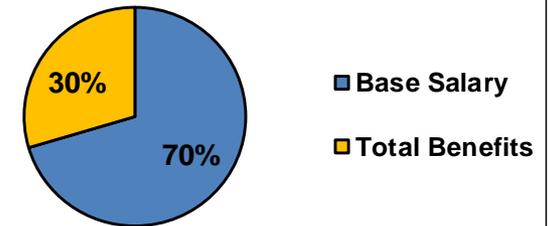
- The benefits total includes the following:
  - Health care, Retirement, Disability, Life Insurance, Other Benefits, and Statutory
- The benefits total does not include holiday and vacation in either the market or Minnesota under our methodology, so as to not double count the benefit when analyzing total compensation

# Market Competitiveness Total Compensation

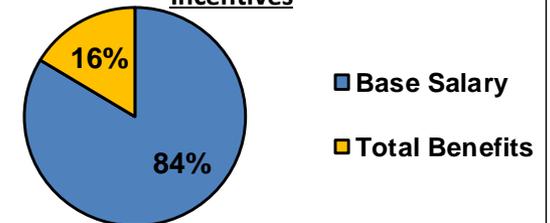
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 29



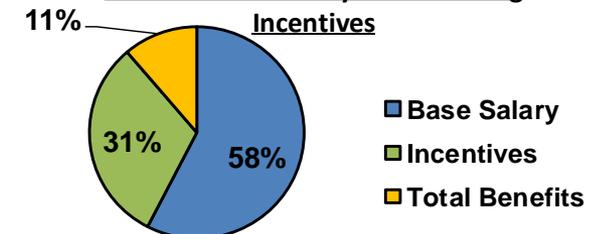
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

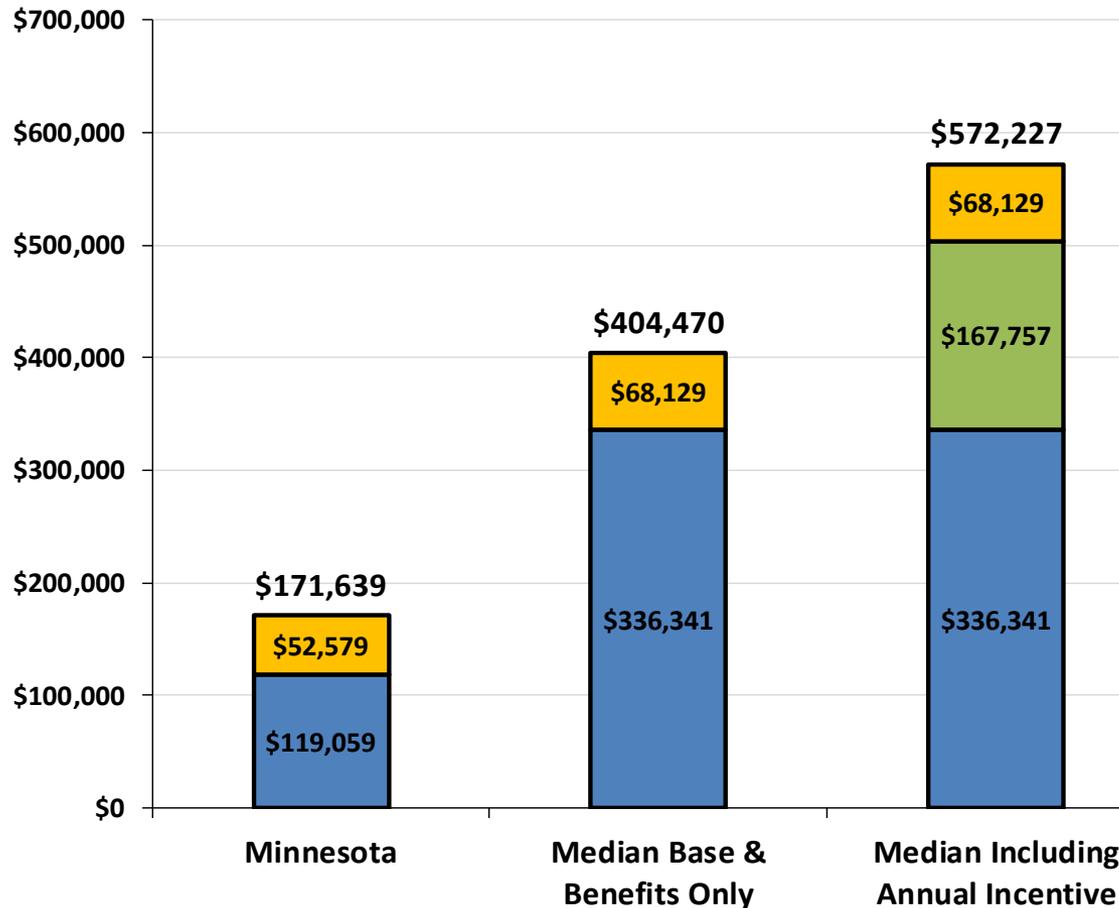


Market Median Pay Mix Including Incentives

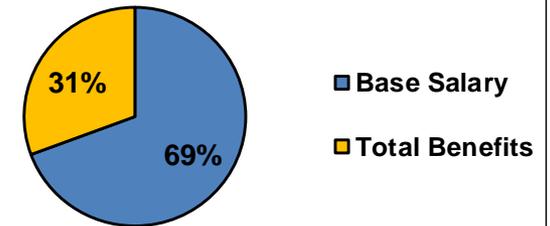


# Market Competitiveness Total Compensation

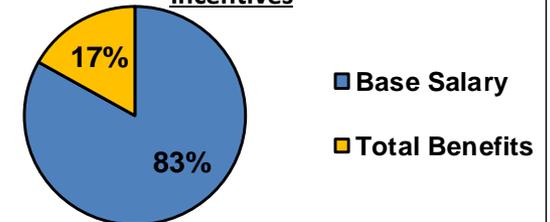
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 28



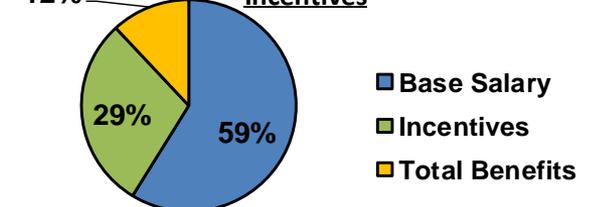
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

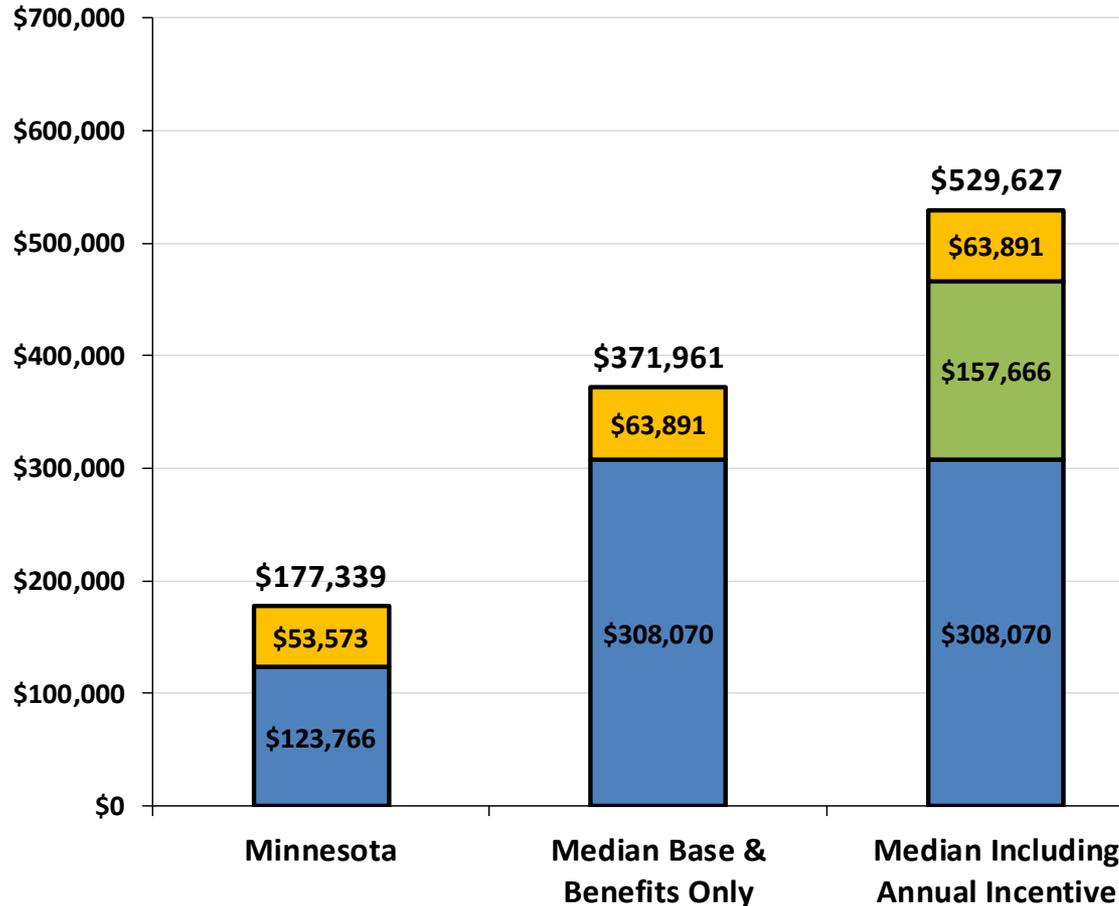


Market Median Pay Mix Including Incentives

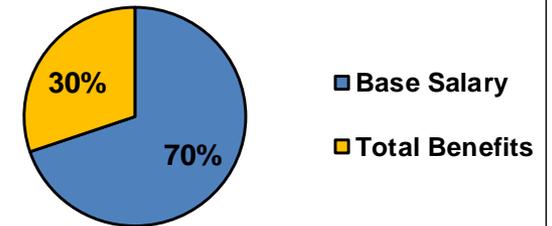


# Market Competitiveness Total Compensation

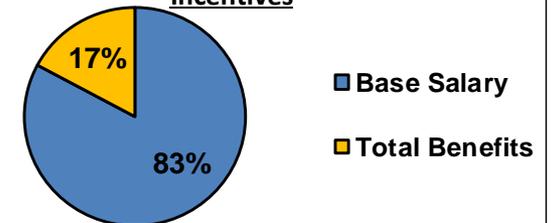
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 27



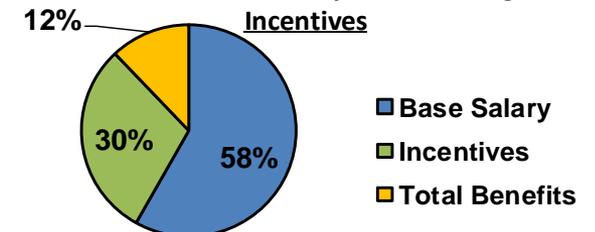
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

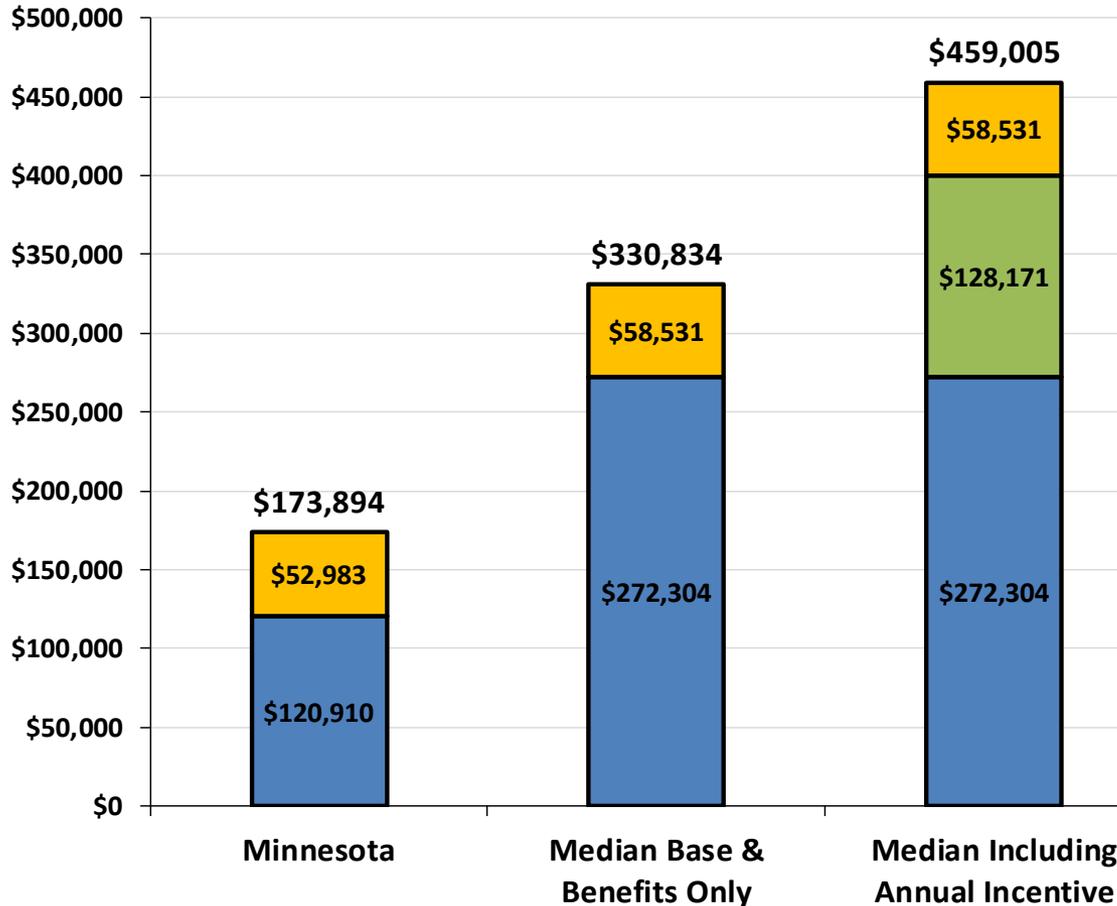


Market Median Pay Mix Including Incentives

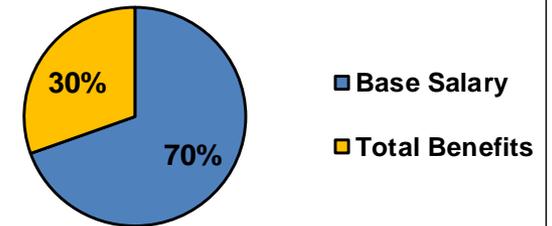


# Market Competitiveness Total Compensation

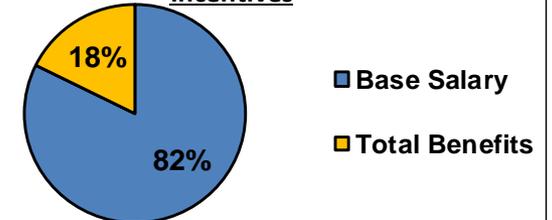
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 26



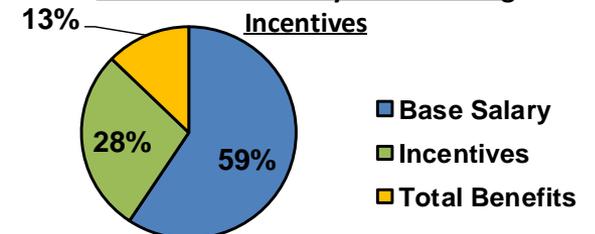
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

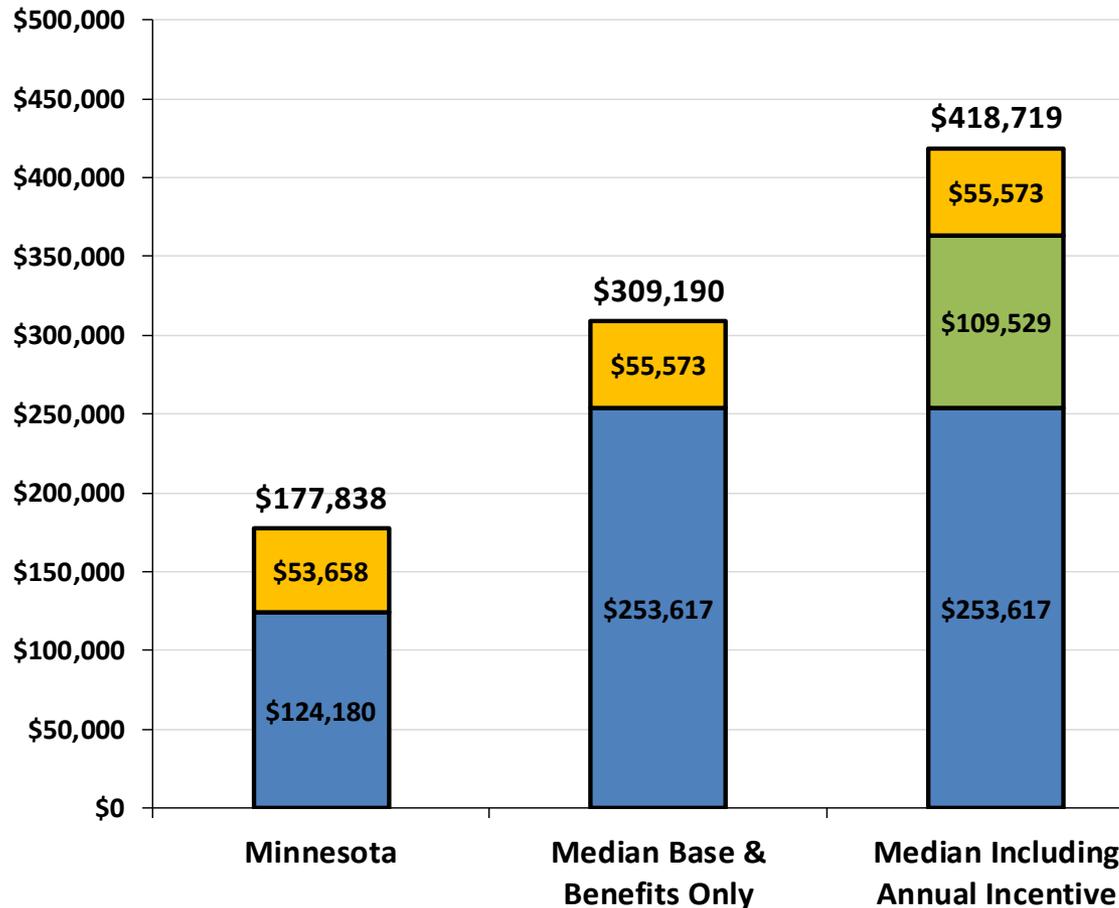


Market Median Pay Mix Including Incentives

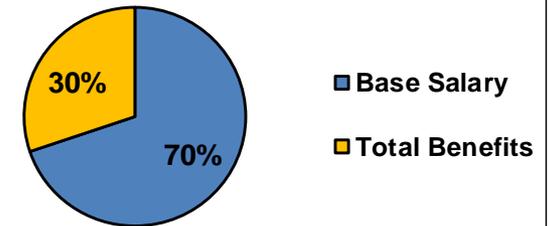


# Market Competitiveness Total Compensation

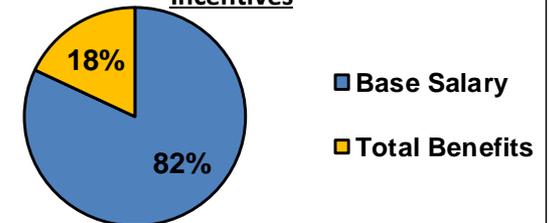
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 25



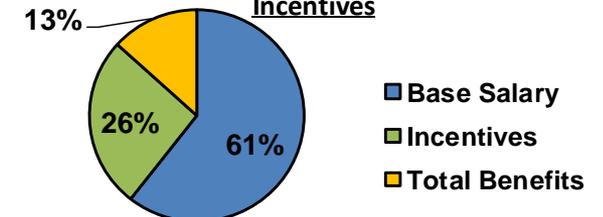
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

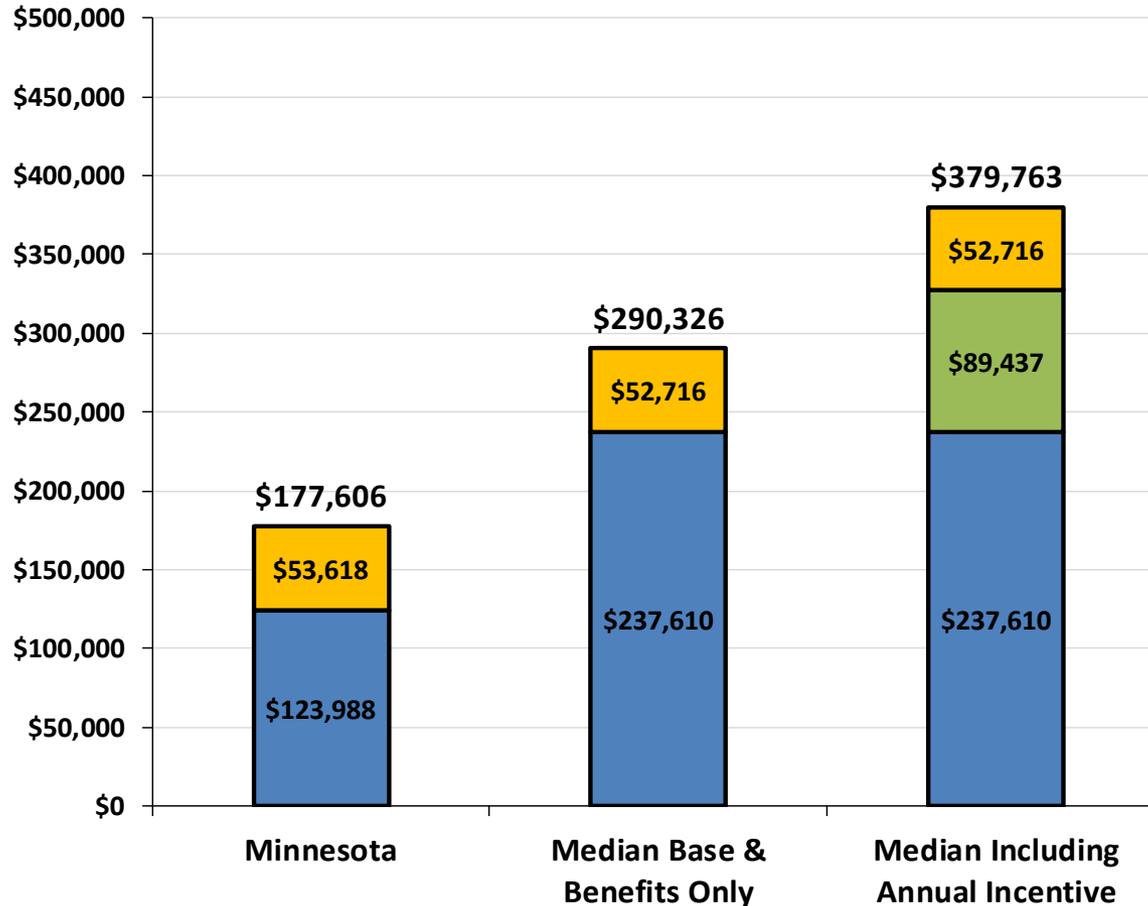


**Market Median Pay Mix Including Incentives**

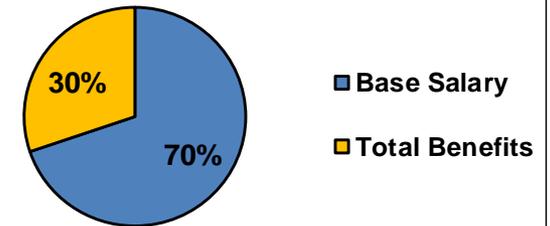


# Market Competitiveness Total Compensation

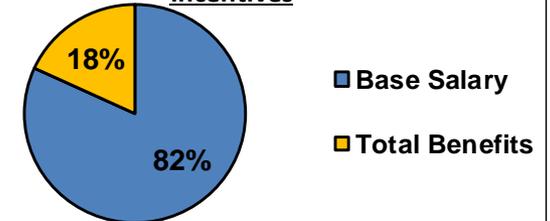
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 24



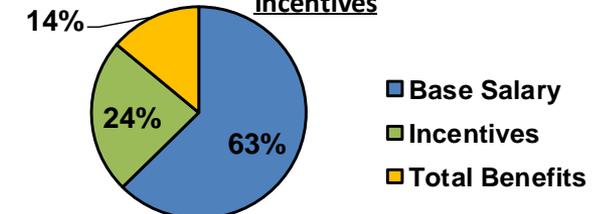
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

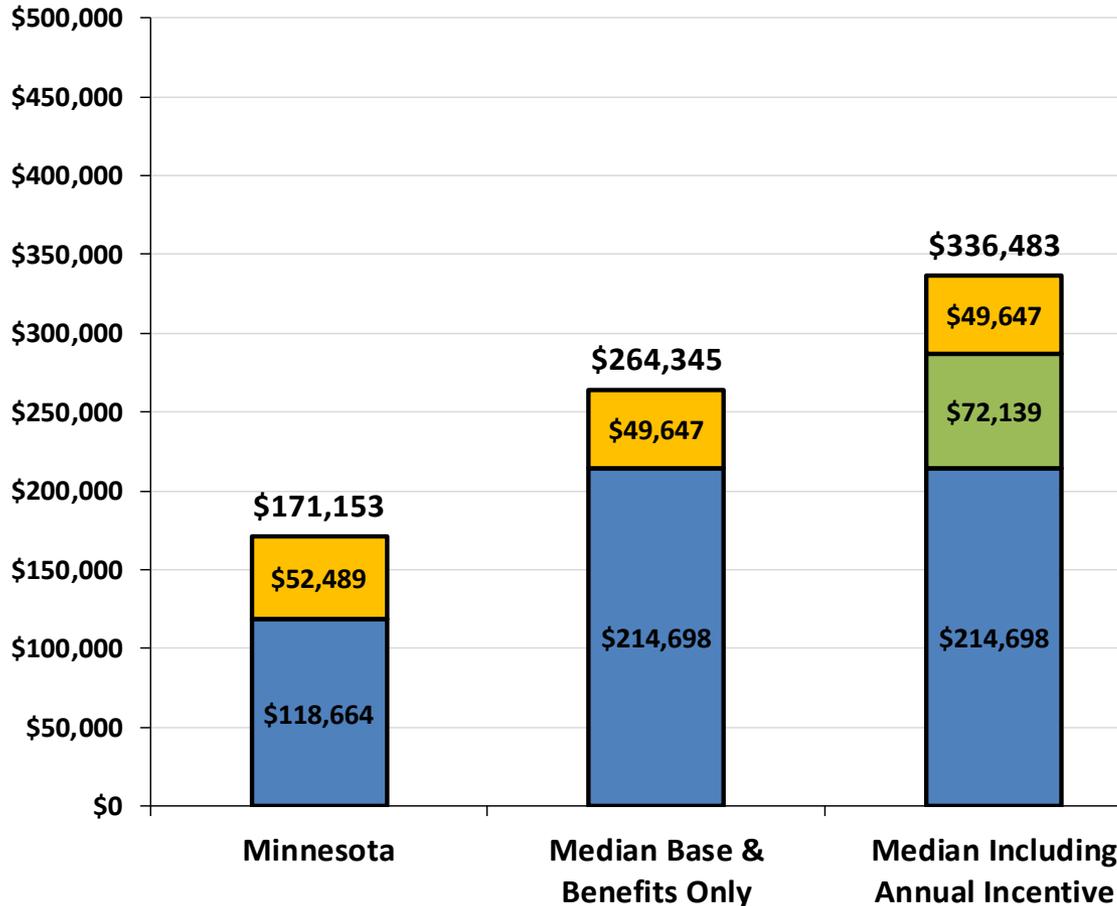


Market Median Pay Mix Including Incentives

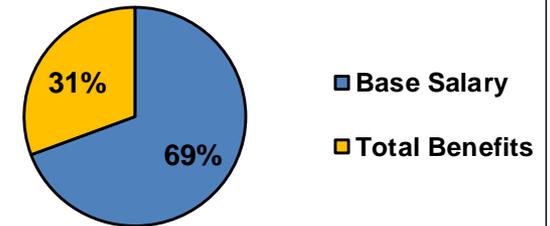


# Market Competitiveness Total Compensation

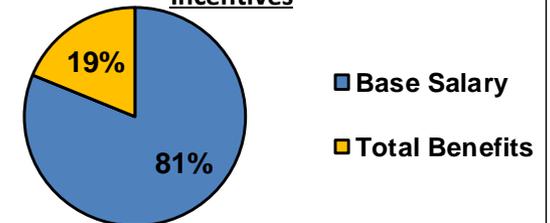
## STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 23



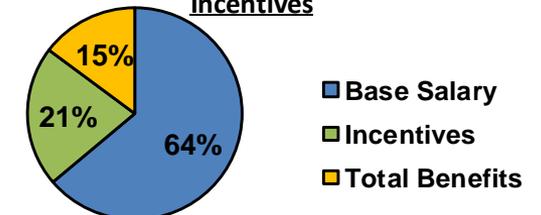
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

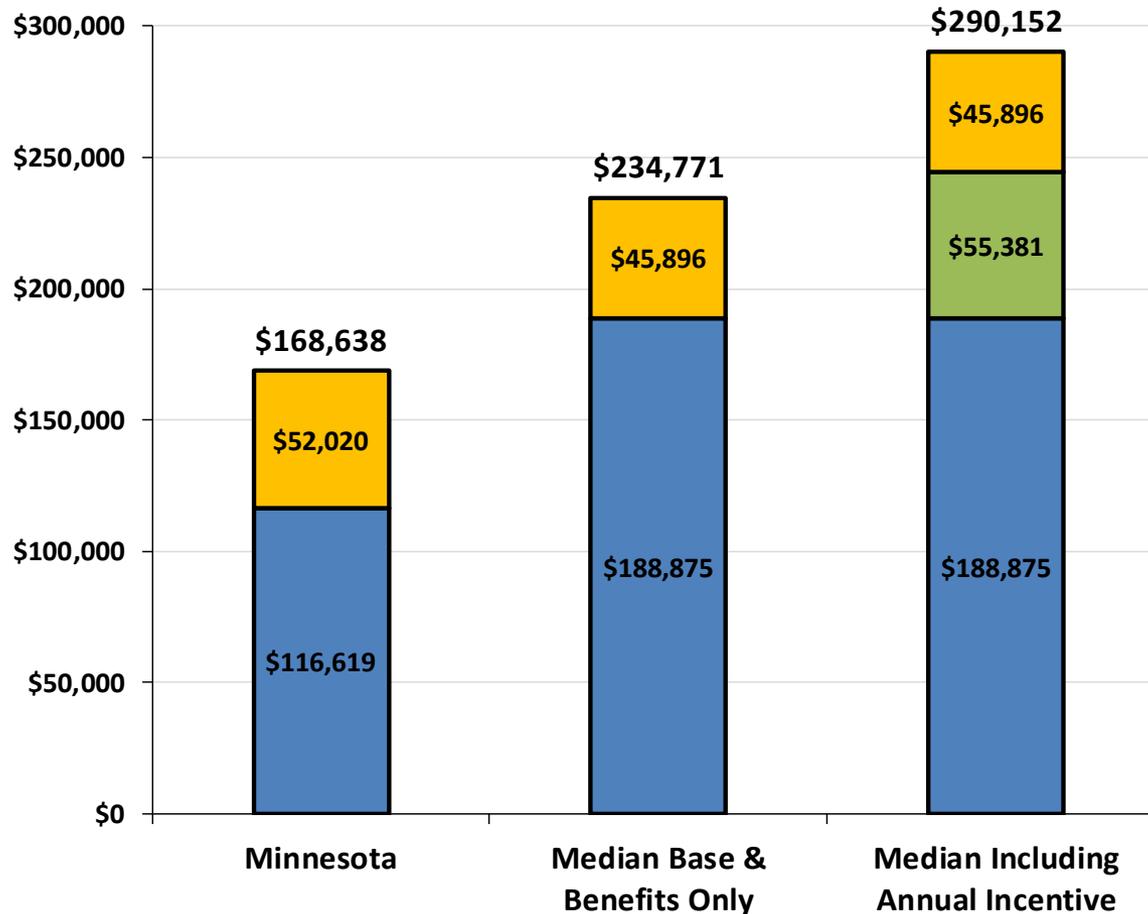


**Market Median Pay Mix Including Incentives**

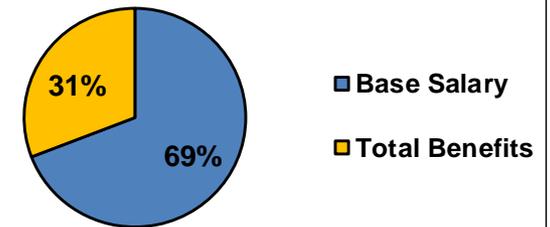


# Market Competitiveness Total Compensation

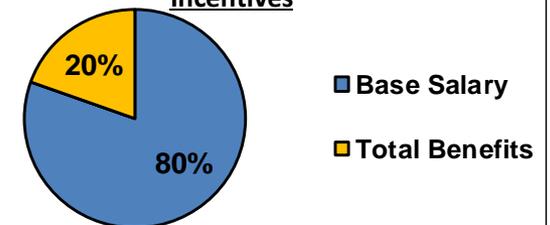
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 22



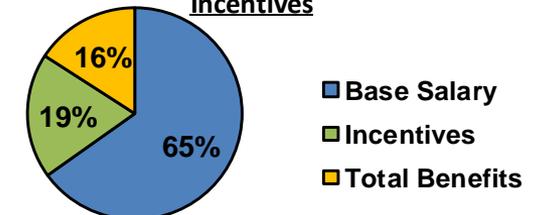
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

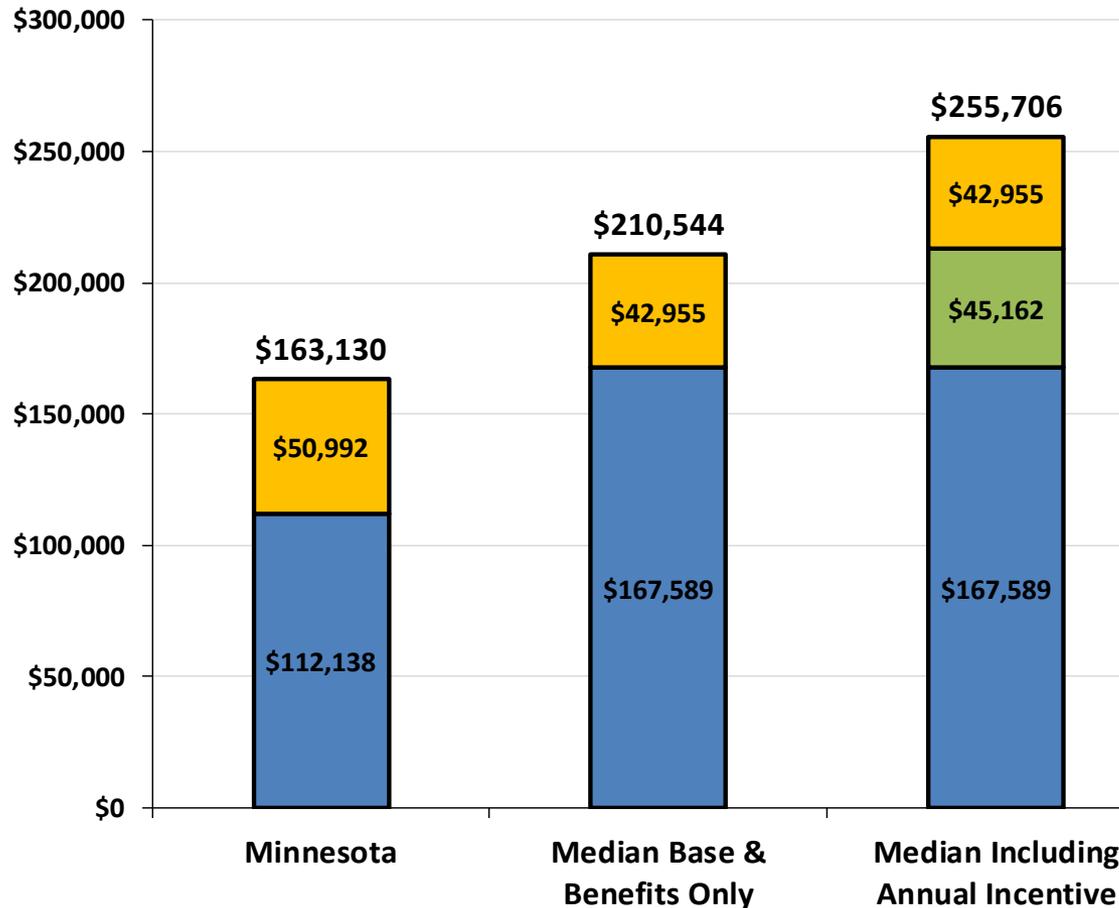


**Market Median Pay Mix Including Incentives**

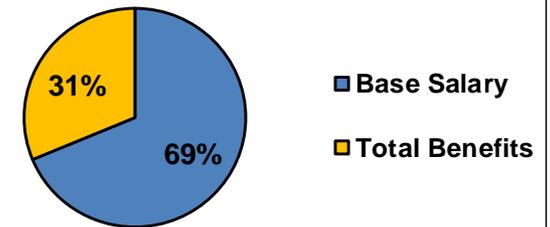


# Market Competitiveness Total Compensation

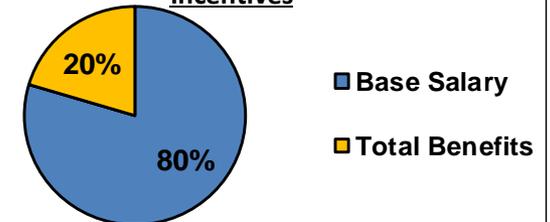
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 21



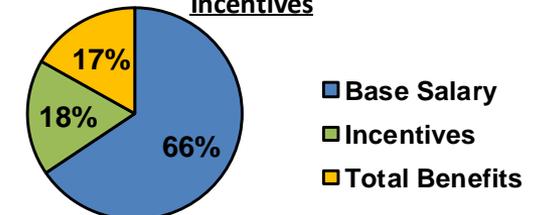
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

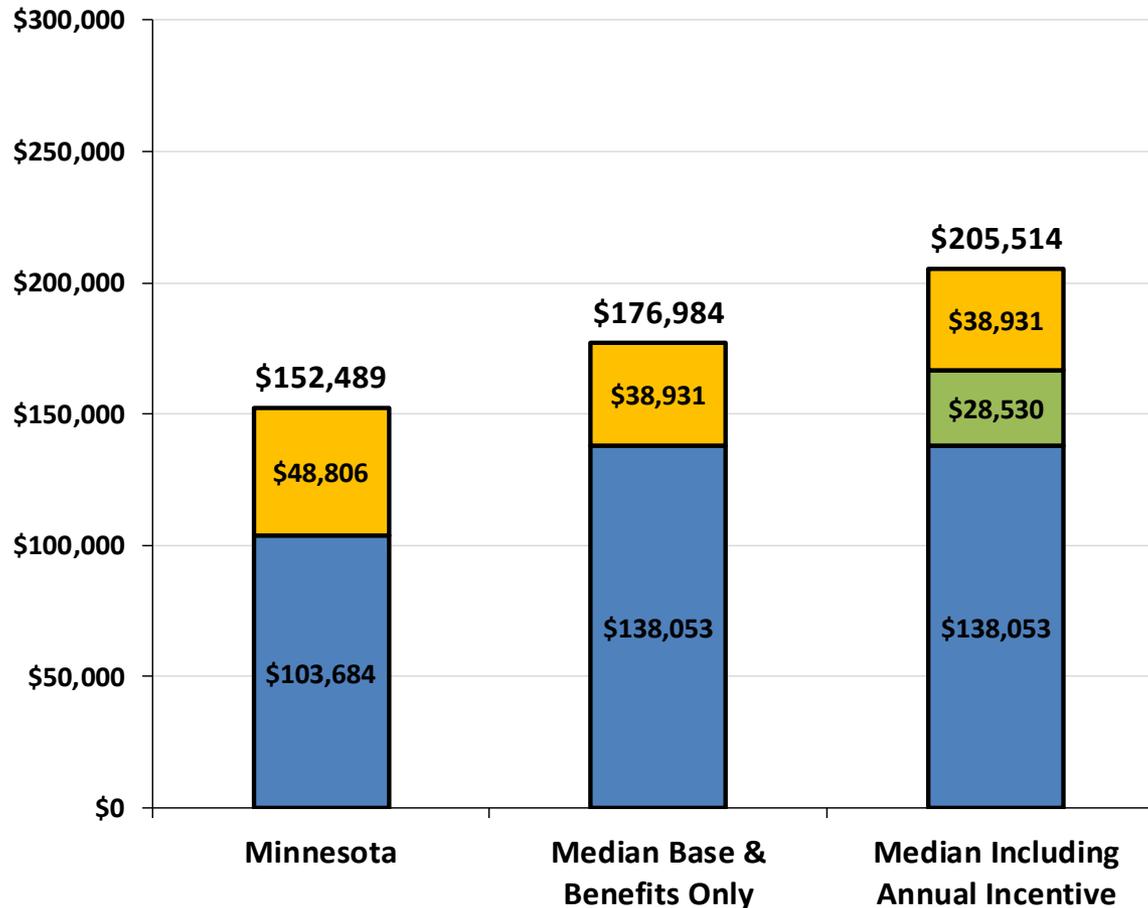


Market Median Pay Mix Including Incentives

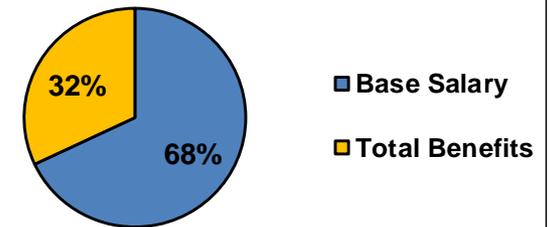


# Market Competitiveness Total Compensation

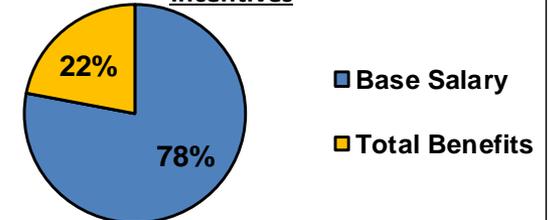
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 20



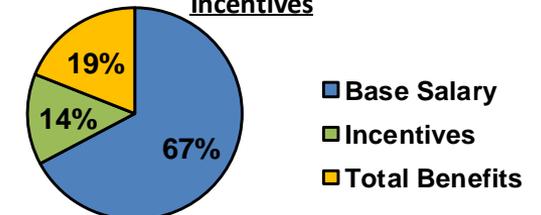
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

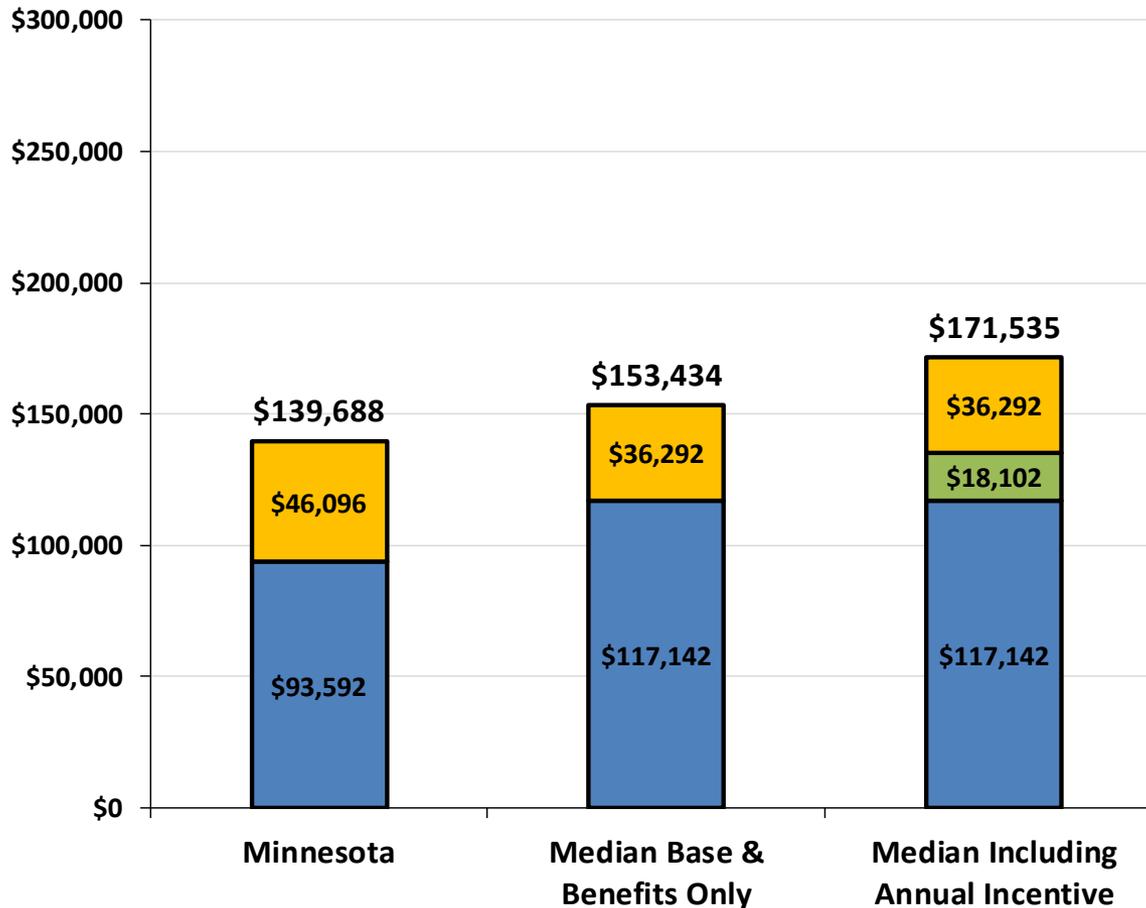


Market Median Pay Mix Including Incentives

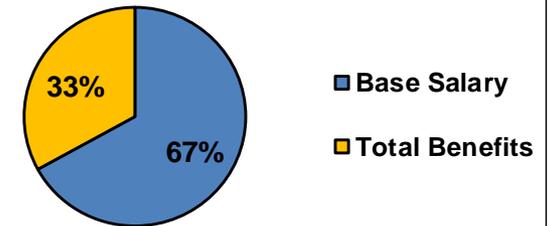


# Market Competitiveness Total Compensation

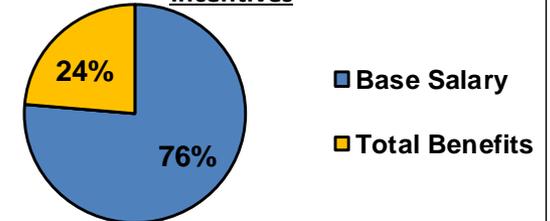
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 19



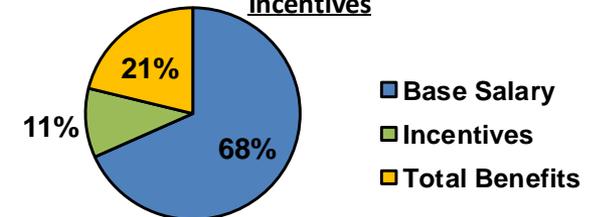
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

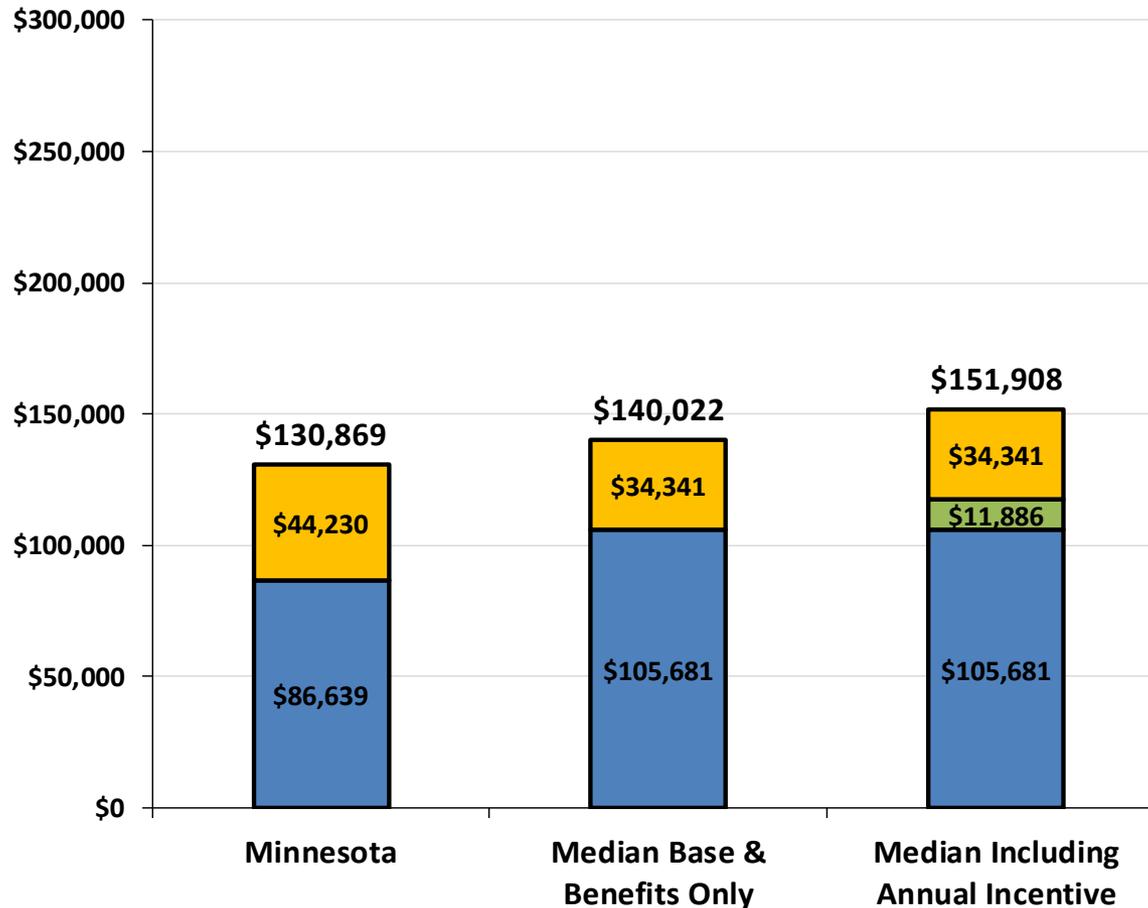


**Market Median Pay Mix Including Incentives**

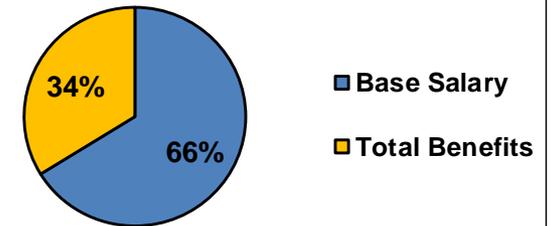


# Market Competitiveness Total Compensation

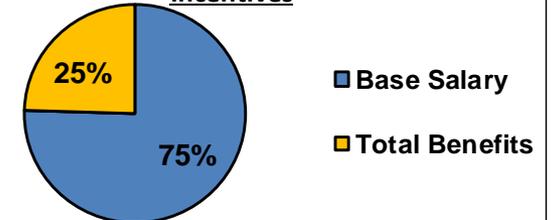
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 18



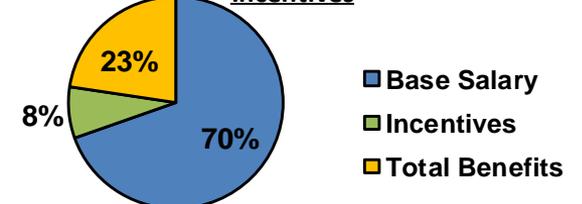
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

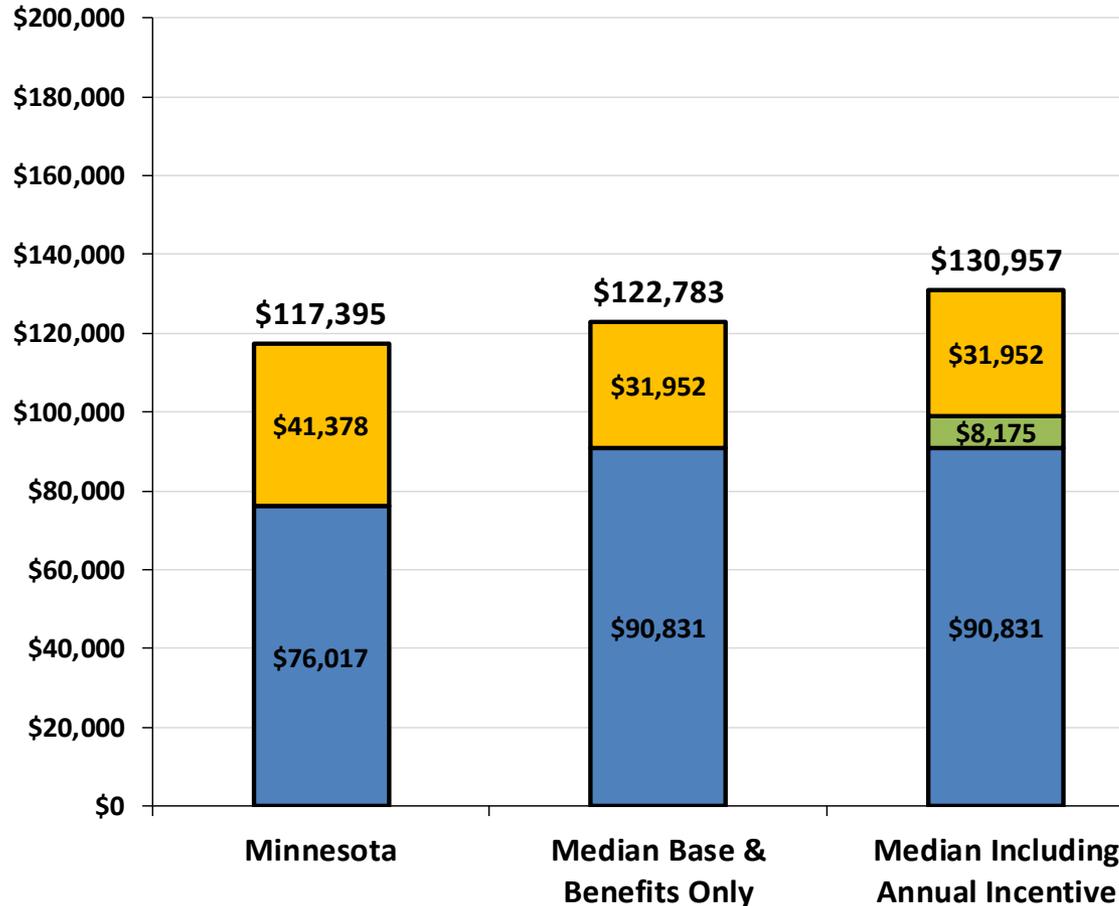


**Market Median Pay Mix Including Incentives**

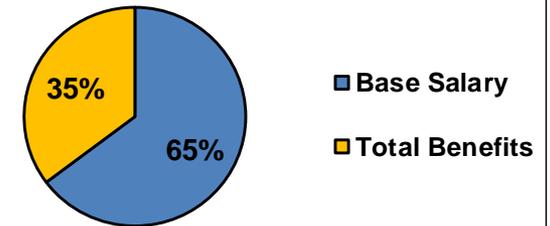


# Market Competitiveness Total Compensation

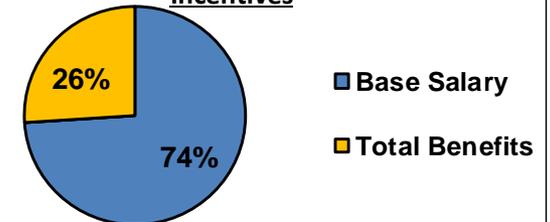
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 17



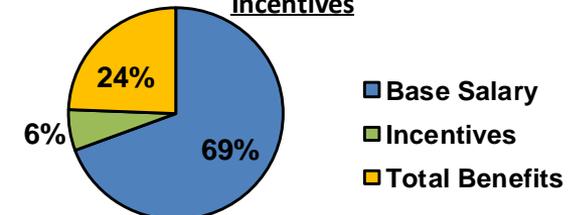
Minnesota Pay Mix



Market Median Pay Mix Excluding Incentives

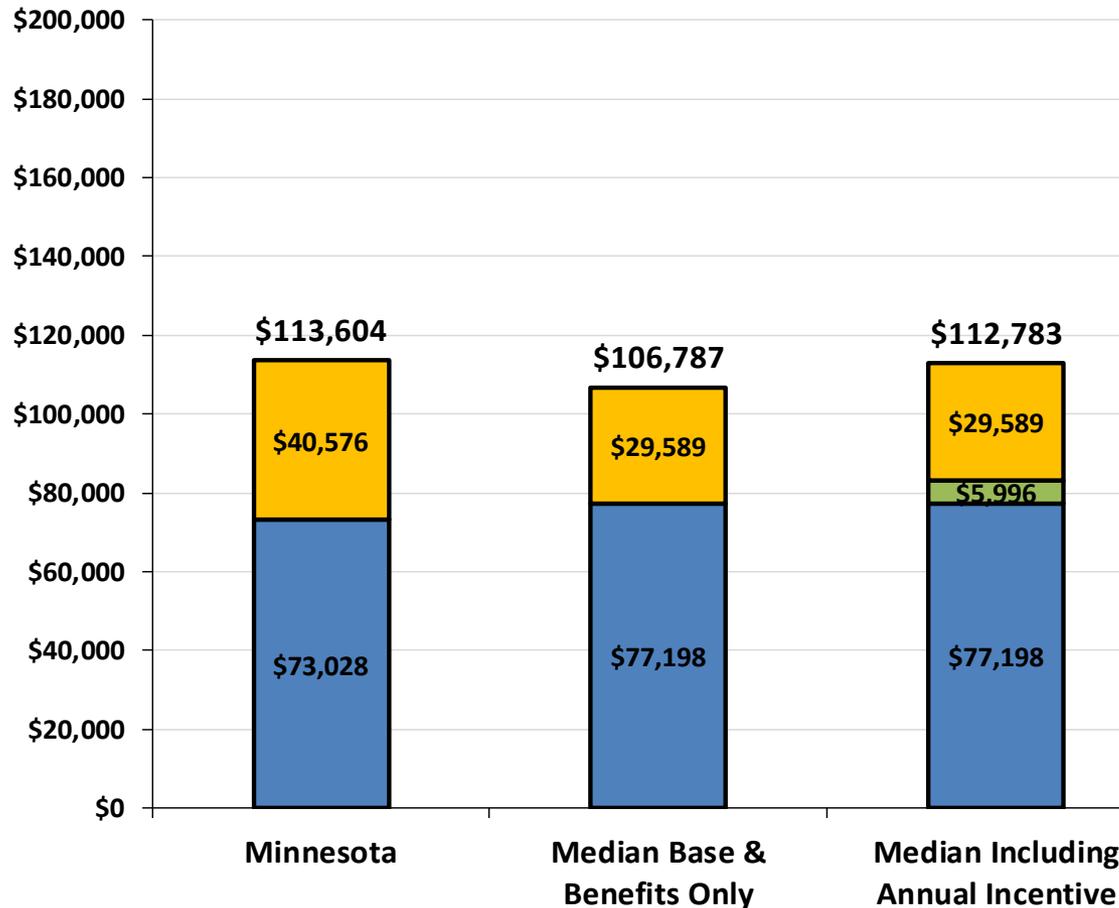


Market Median Pay Mix Including Incentives

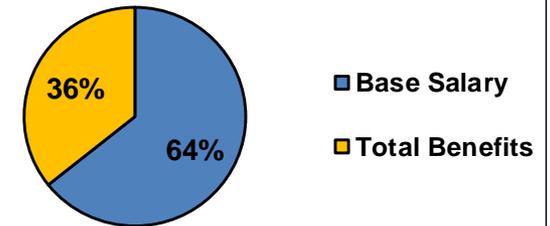


# Market Competitiveness Total Compensation

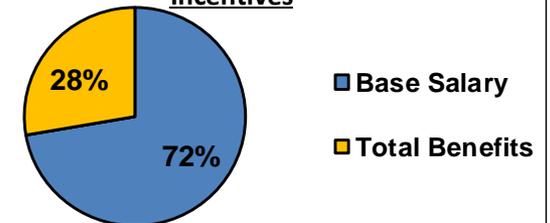
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 16



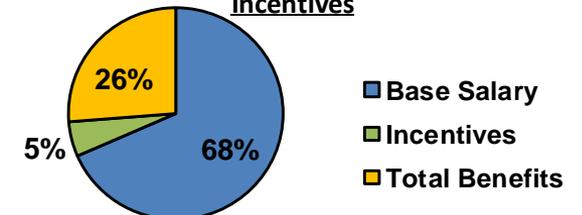
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

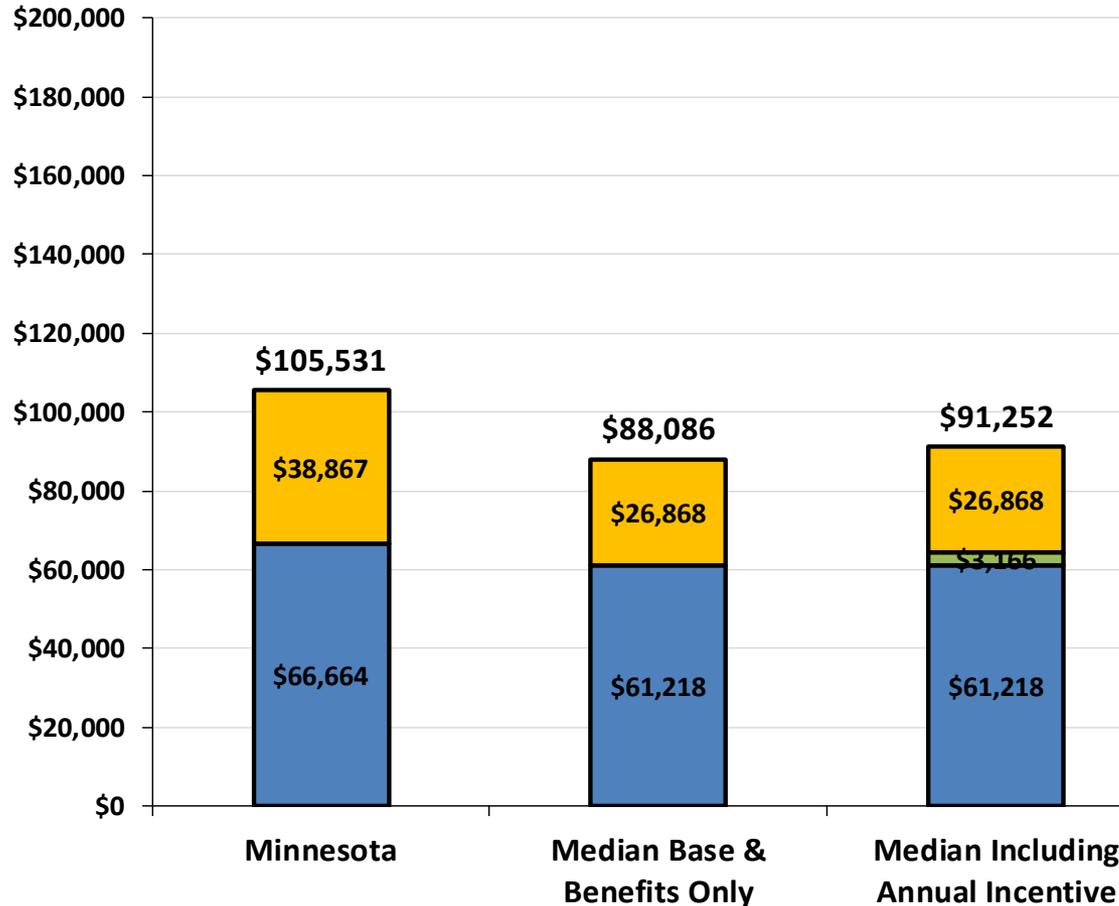


**Market Median Pay Mix Including Incentives**

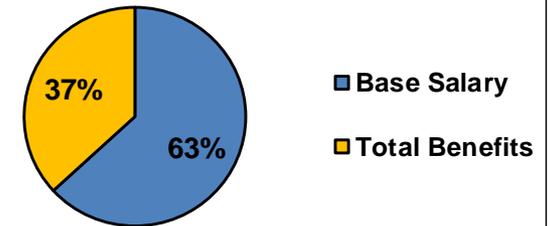


# Market Competitiveness Total Compensation

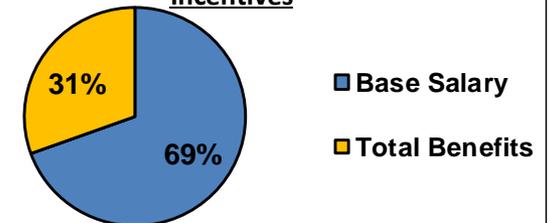
STATE OF MINNESOTA VS. PRIVATE SECTOR (MN) MARKET – REFERENCE LEVEL 15



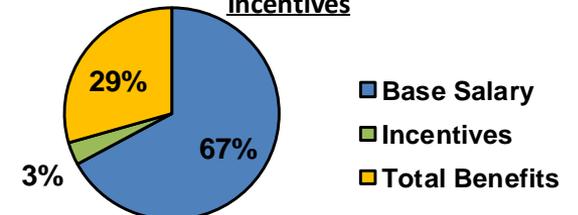
**Minnesota Pay Mix**



**Market Median Pay Mix Excluding Incentives**

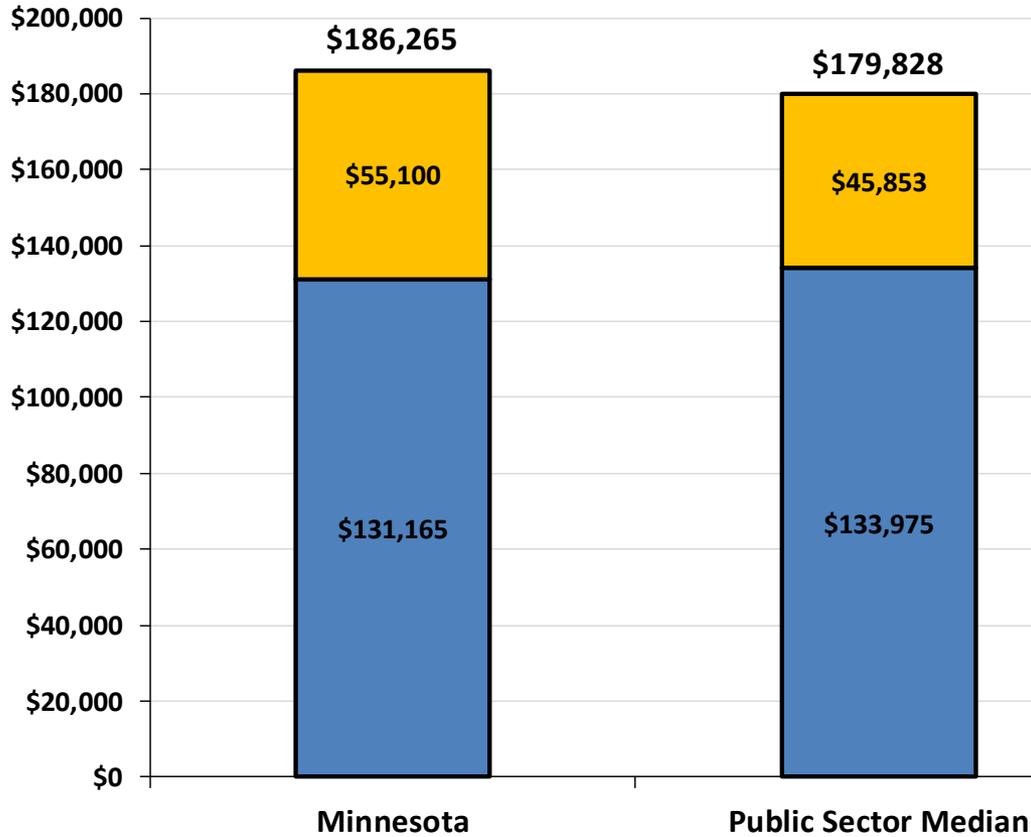


**Market Median Pay Mix Including Incentives**

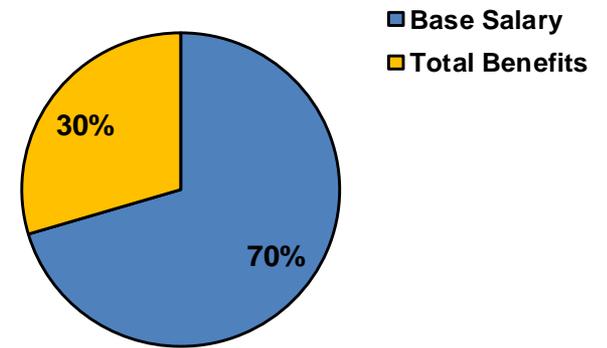


# Market Competitiveness Total Compensation

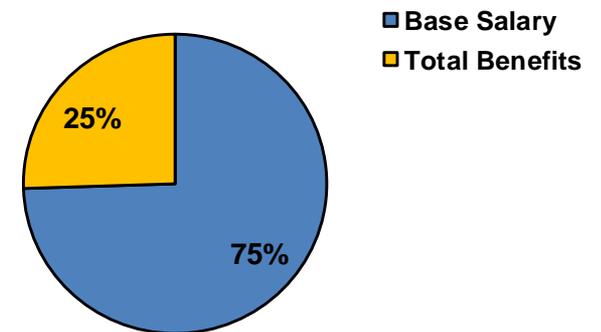
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 29



Minnesota Pay Mix

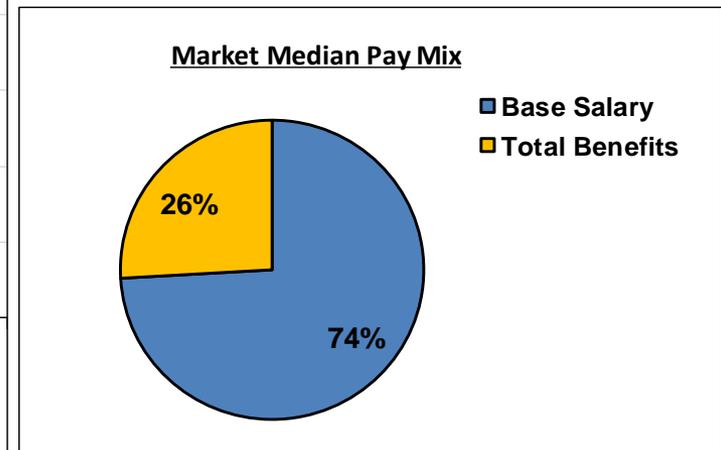
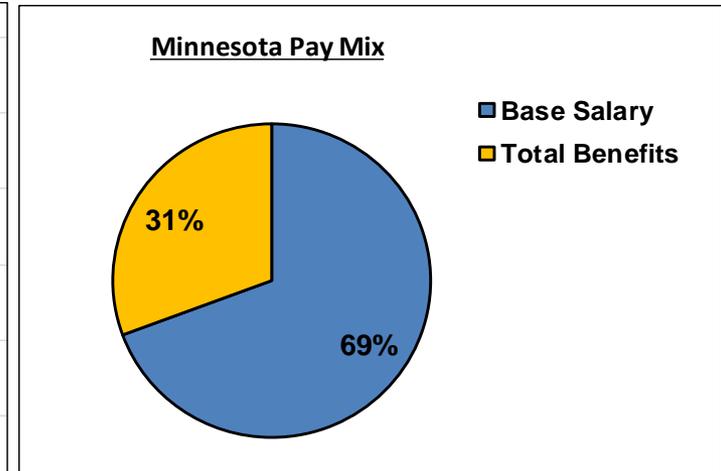
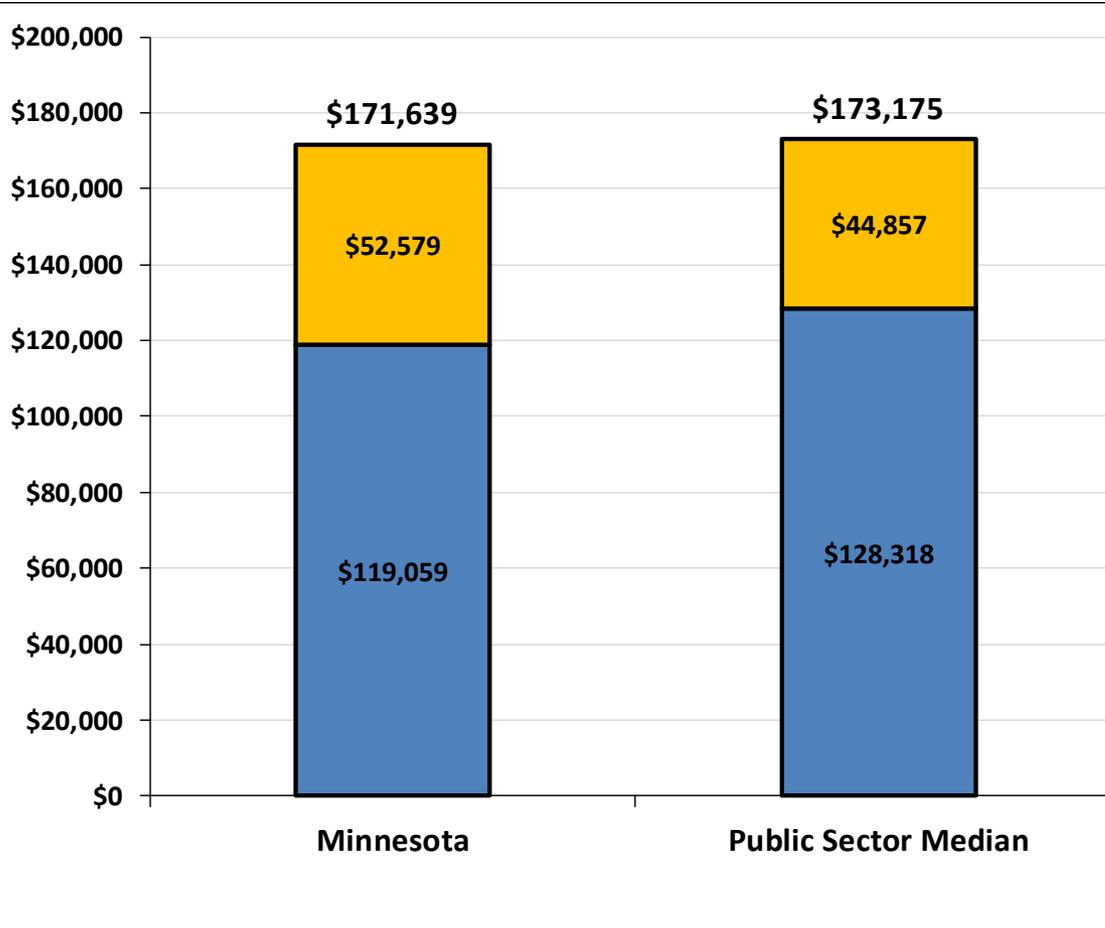


Market Median Pay Mix



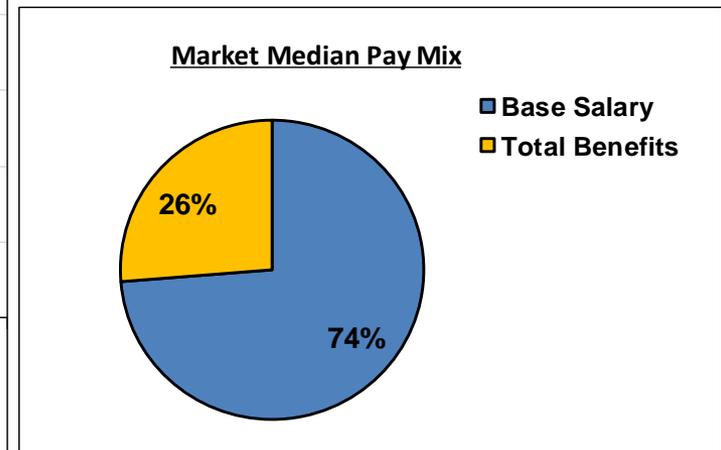
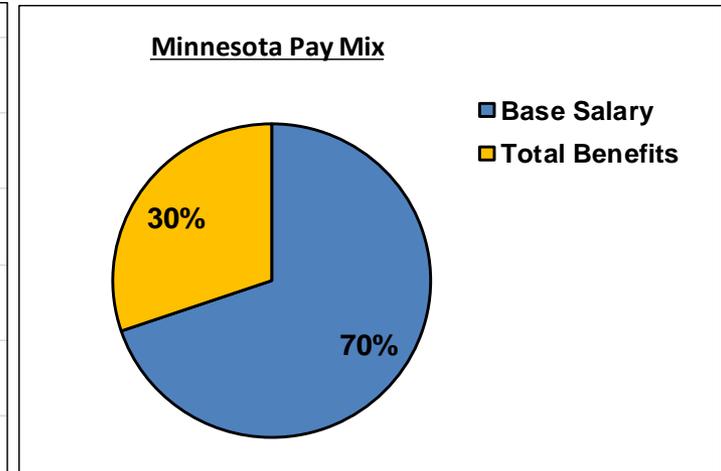
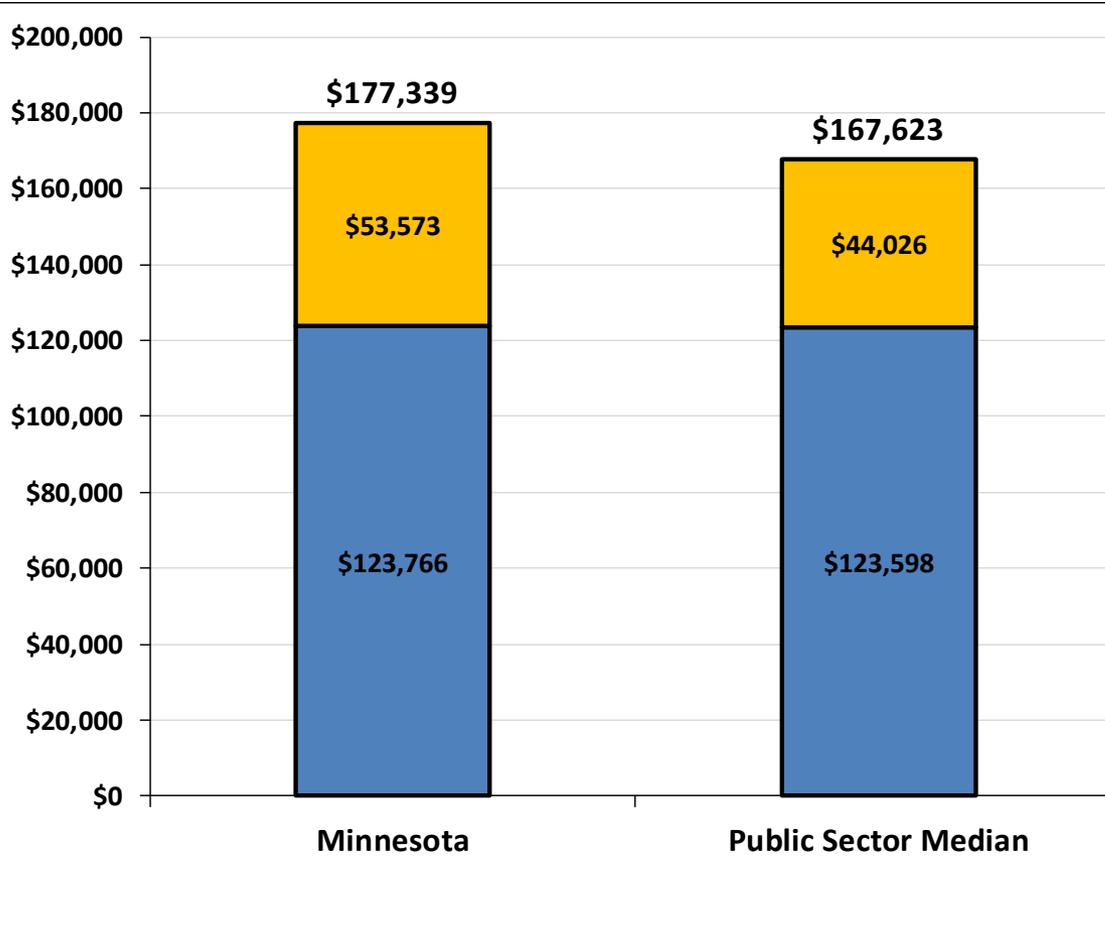
# Market Competitiveness Total Compensation

STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 28



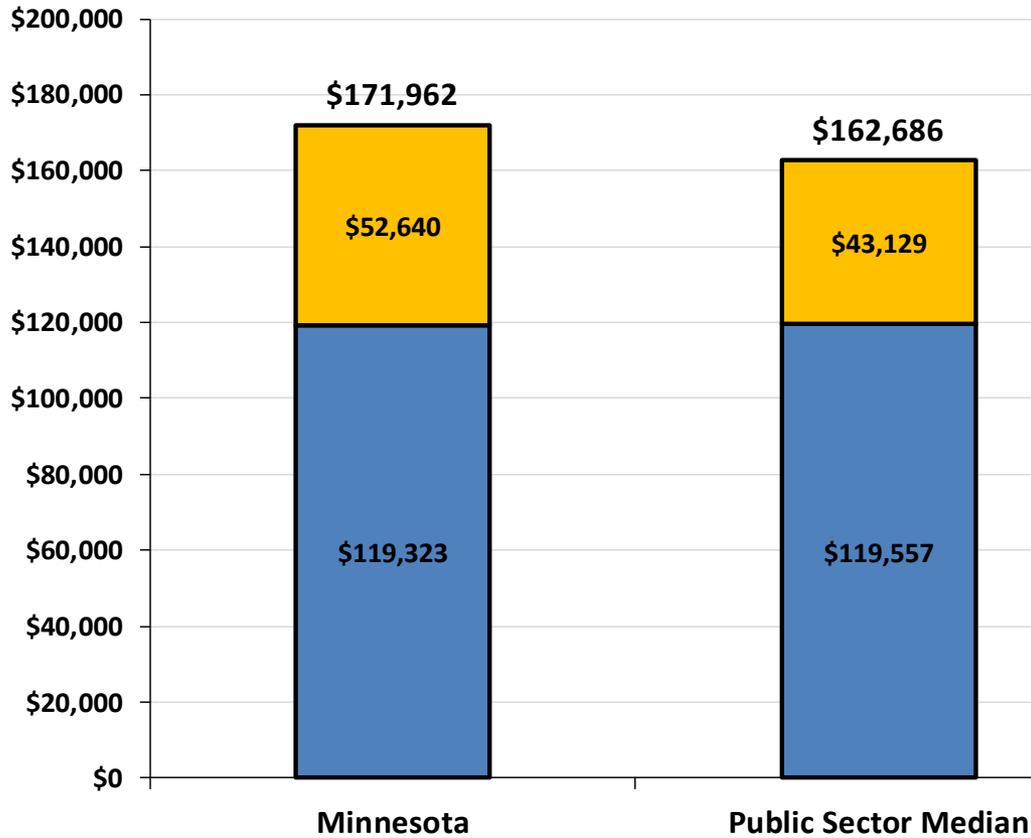
# Market Competitiveness Total Compensation

STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 27

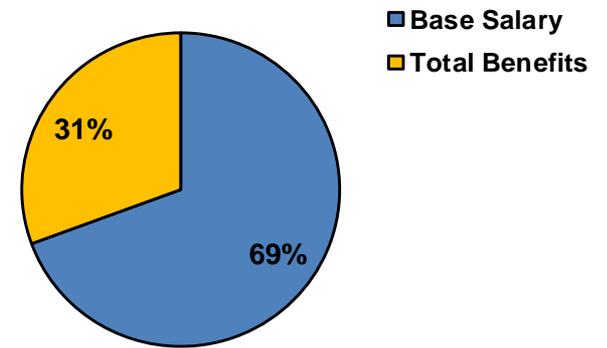


# Market Competitiveness Total Compensation

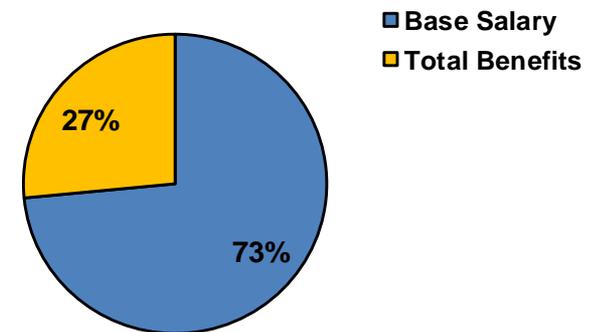
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 26



Minnesota Pay Mix

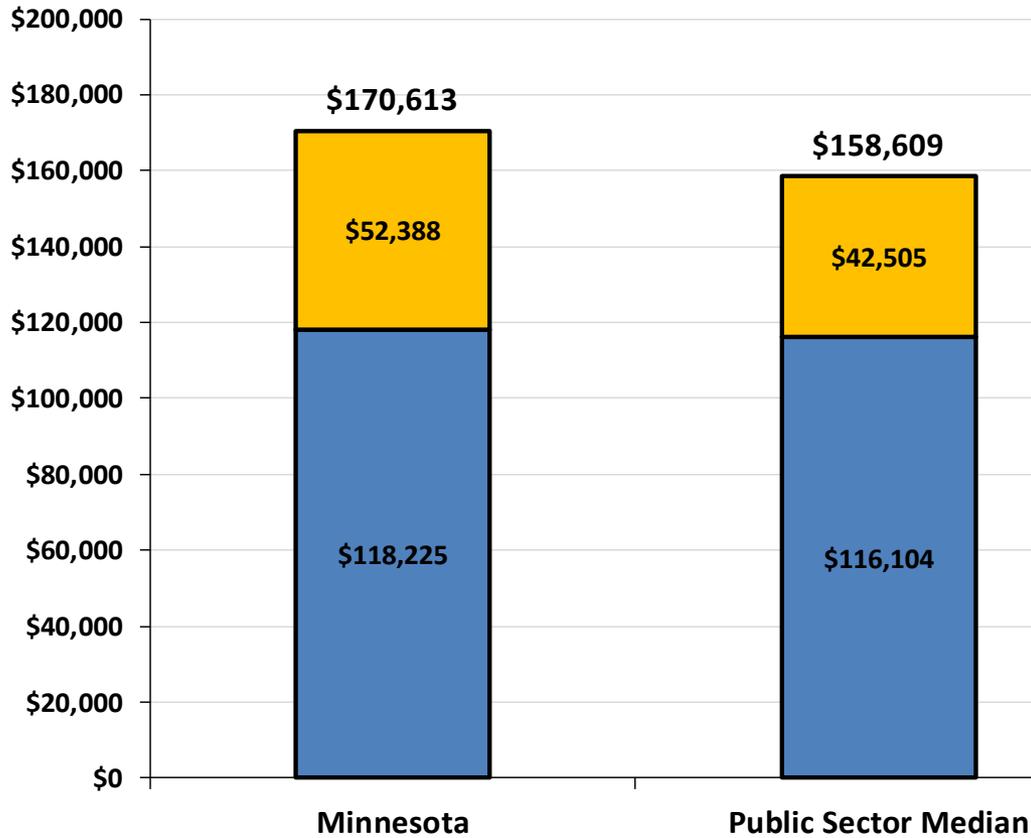


Market Median Pay Mix

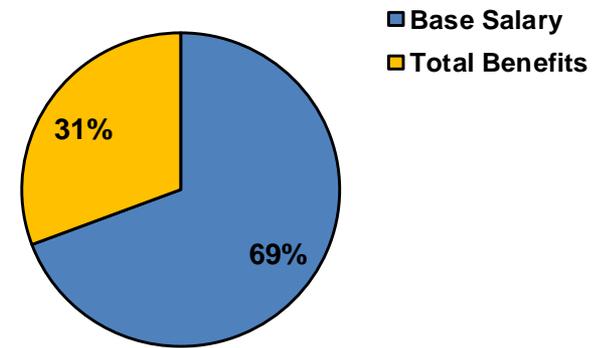


# Market Competitiveness Total Compensation

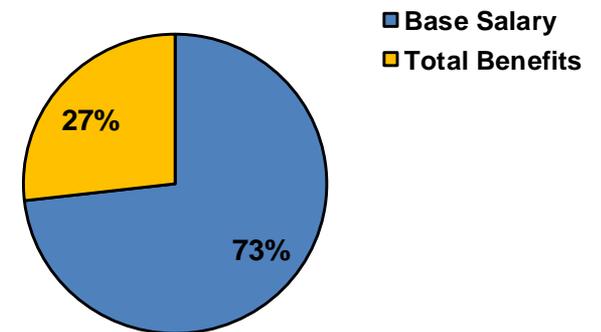
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 25



Minnesota Pay Mix

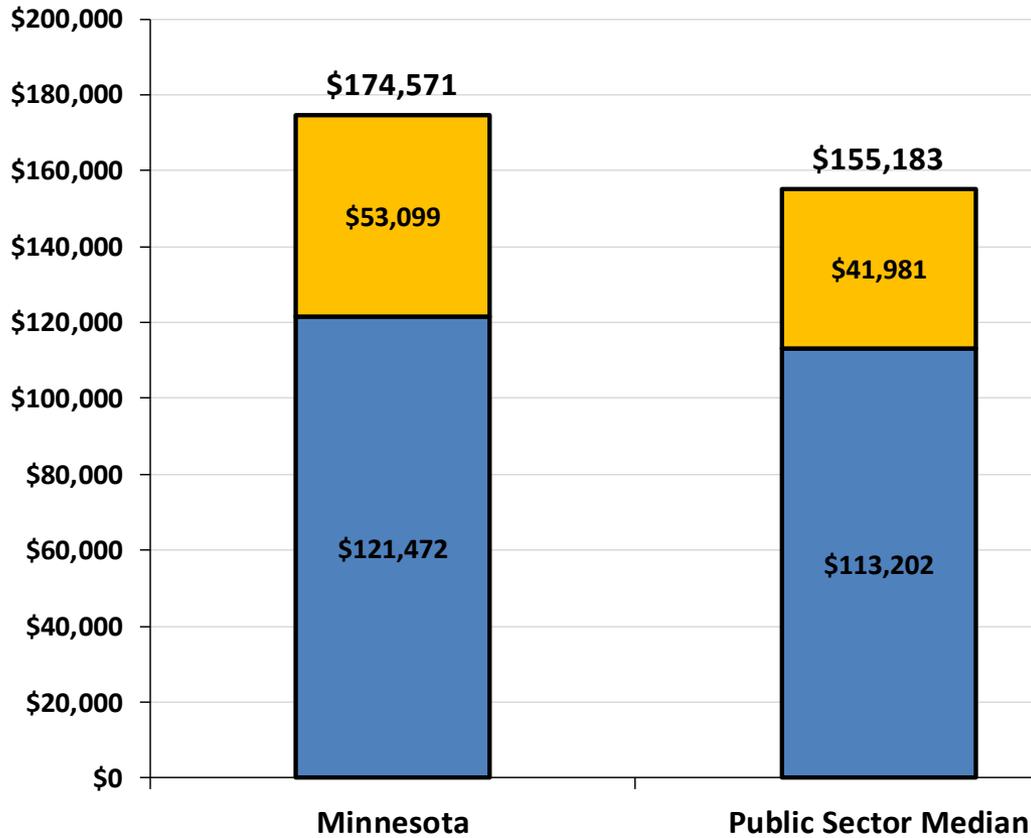


Market Median Pay Mix

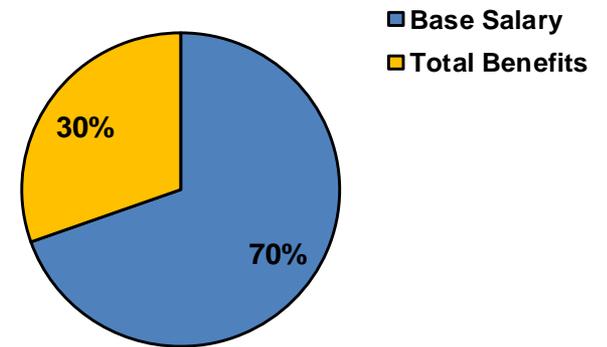


# Market Competitiveness Total Compensation

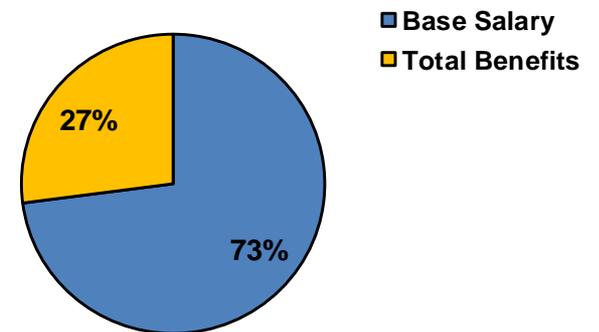
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 24



Minnesota Pay Mix

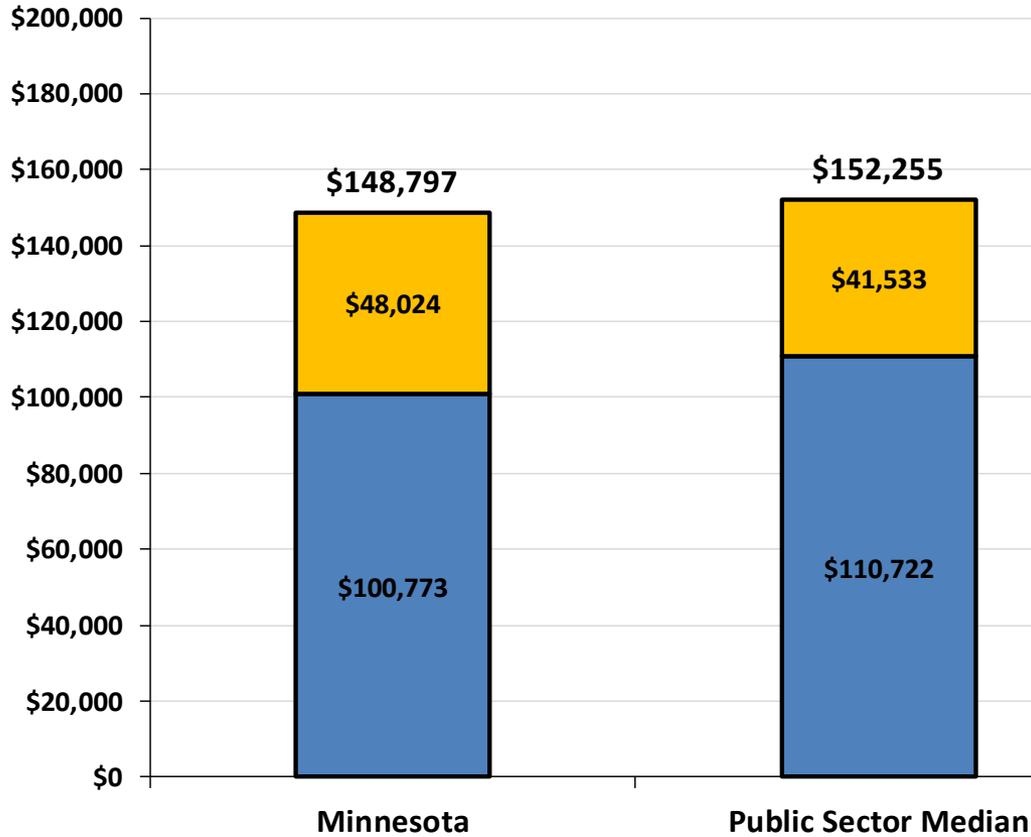


Market Median Pay Mix

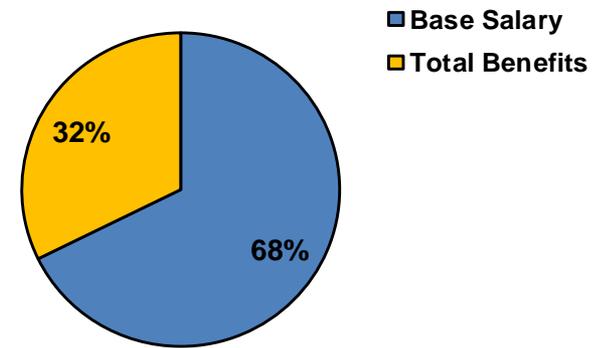


# Market Competitiveness Total Compensation

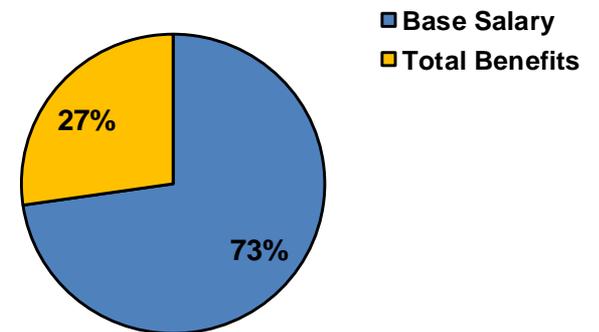
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 23



Minnesota Pay Mix

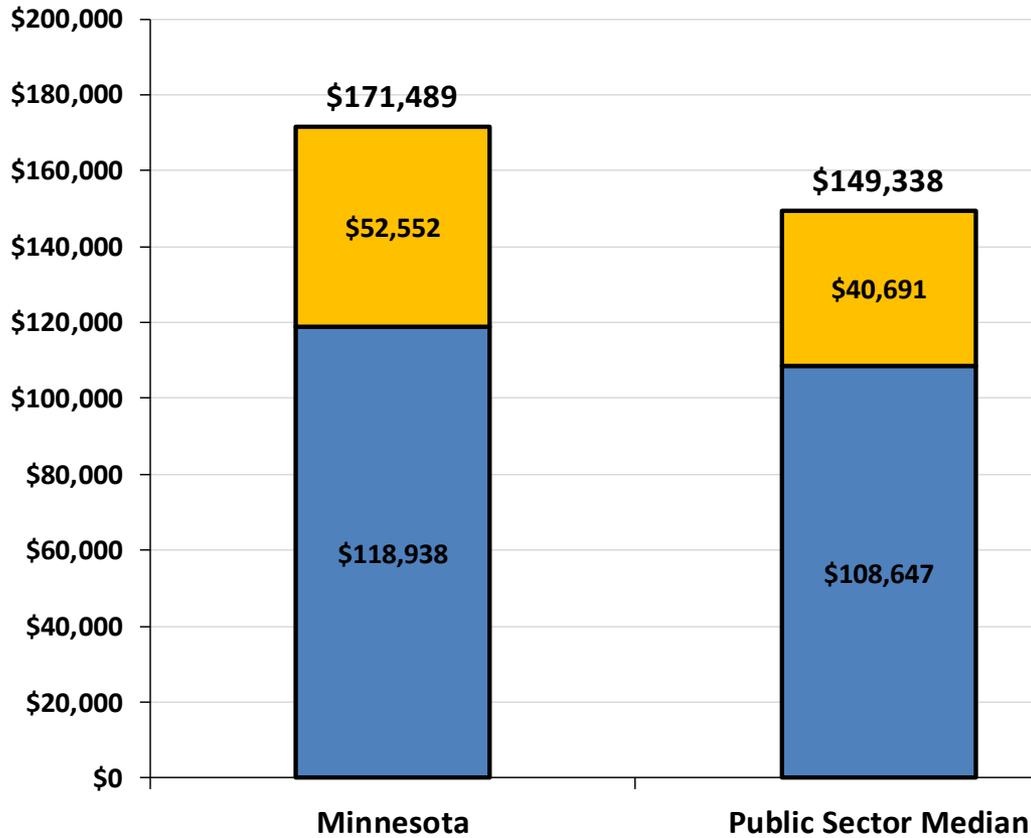


Market Median Pay Mix

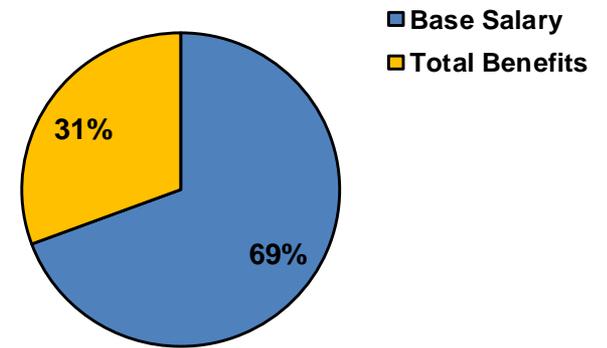


# Market Competitiveness Total Compensation

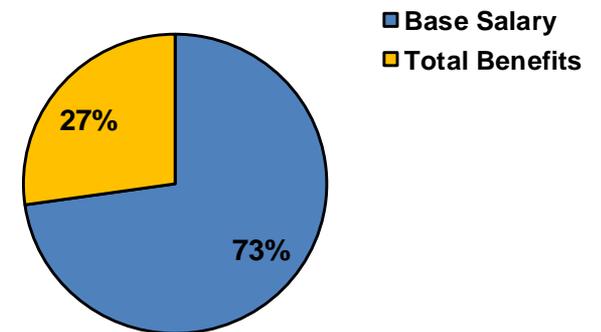
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 22



Minnesota Pay Mix

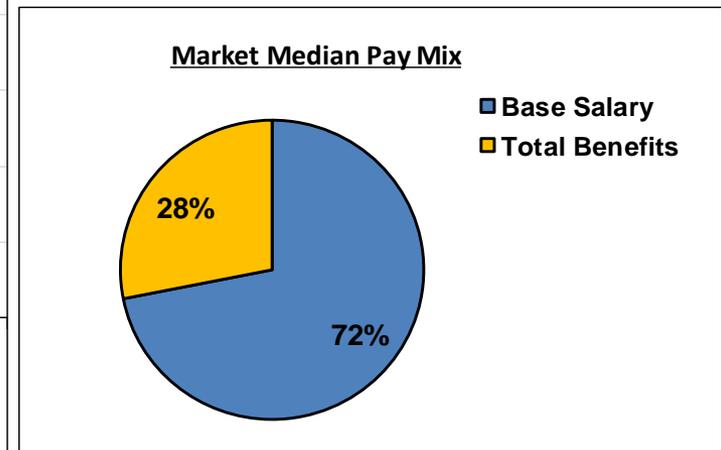
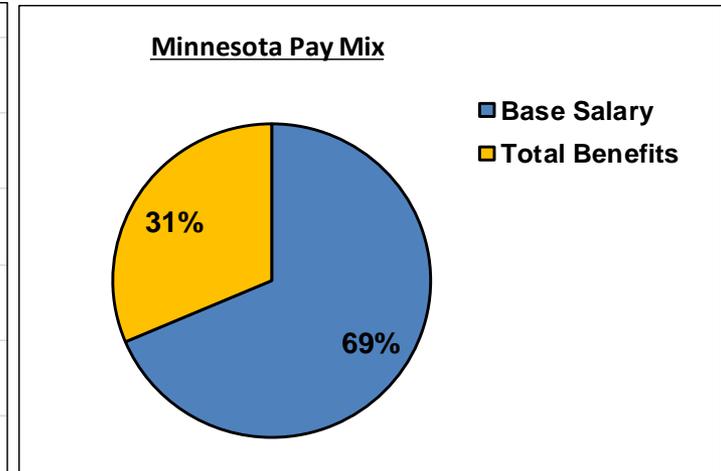
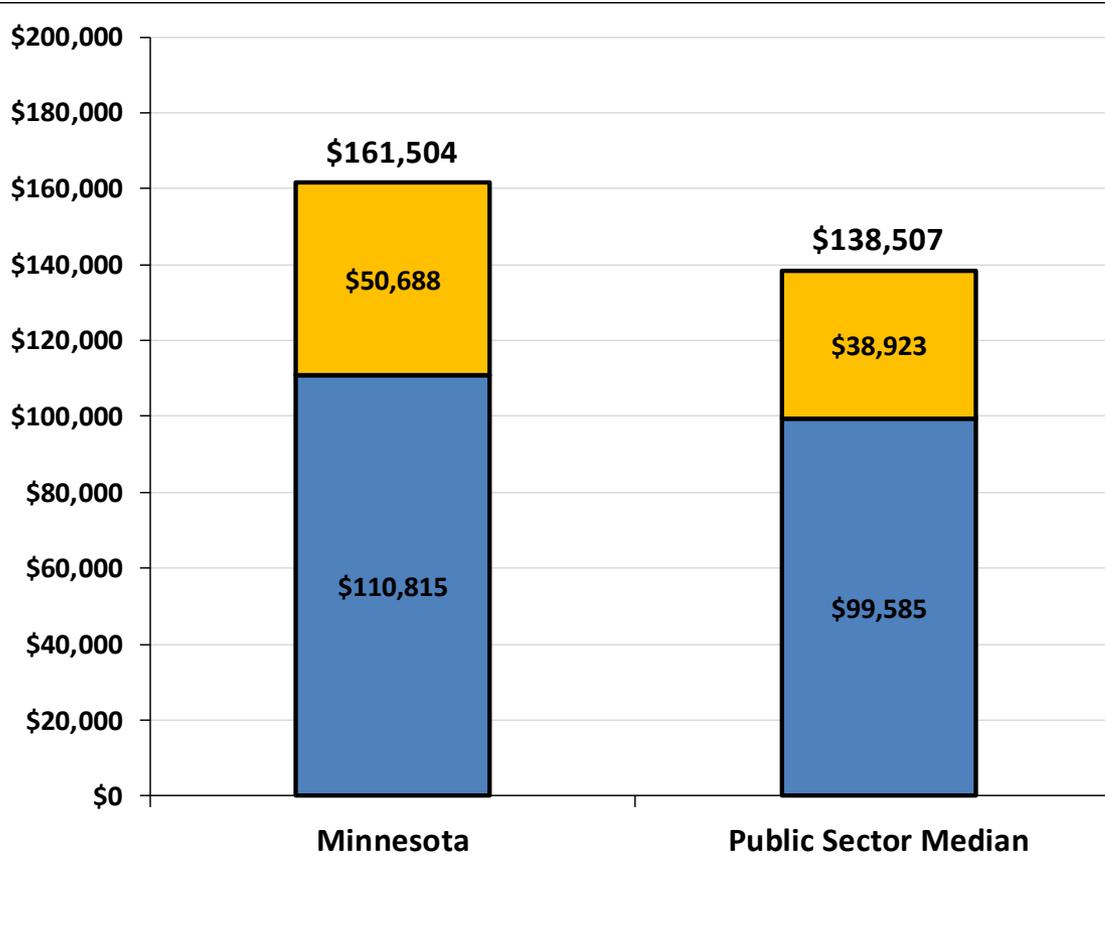


Market Median Pay Mix



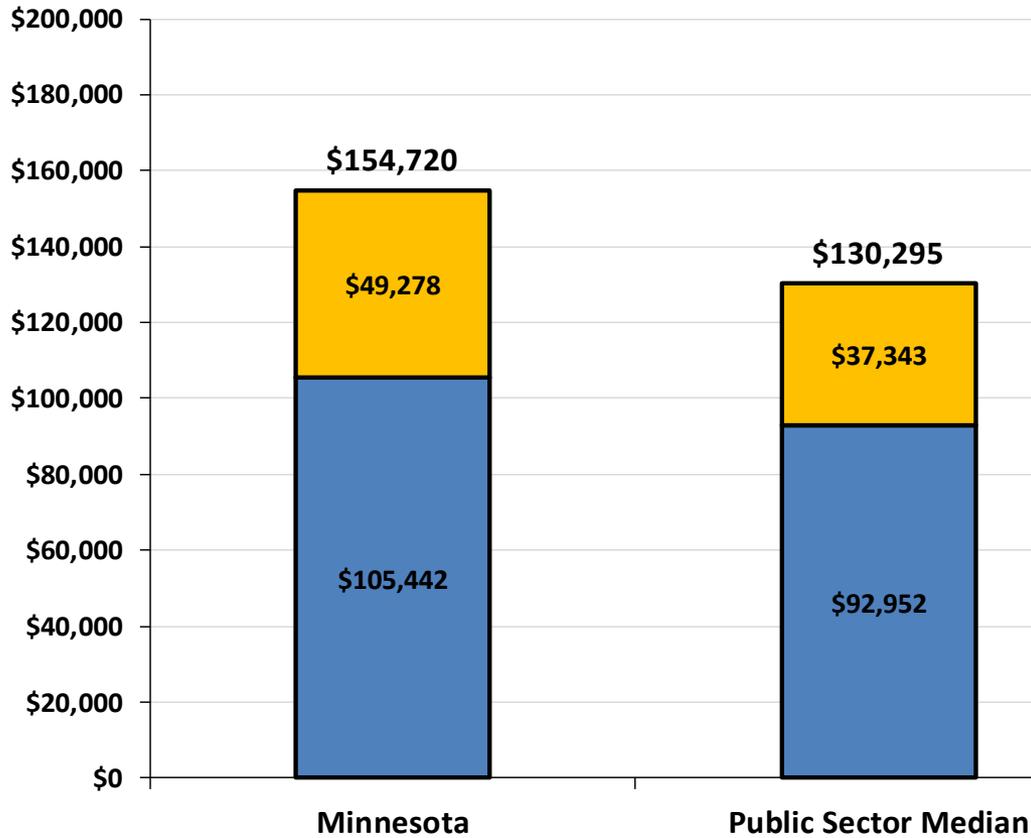
# Market Competitiveness Total Compensation

STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 21

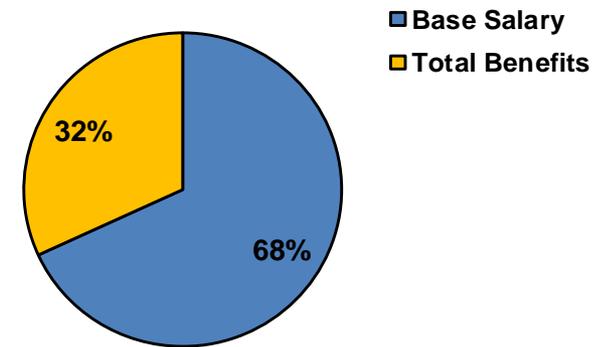


# Market Competitiveness Total Compensation

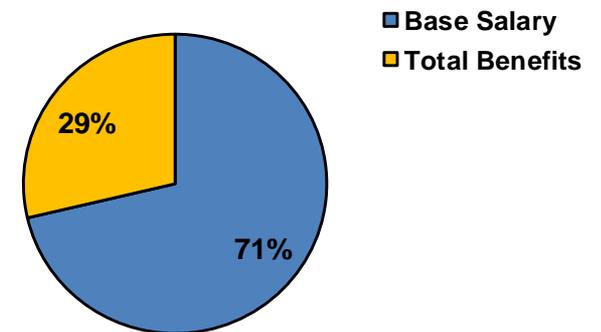
STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 20



Minnesota Pay Mix

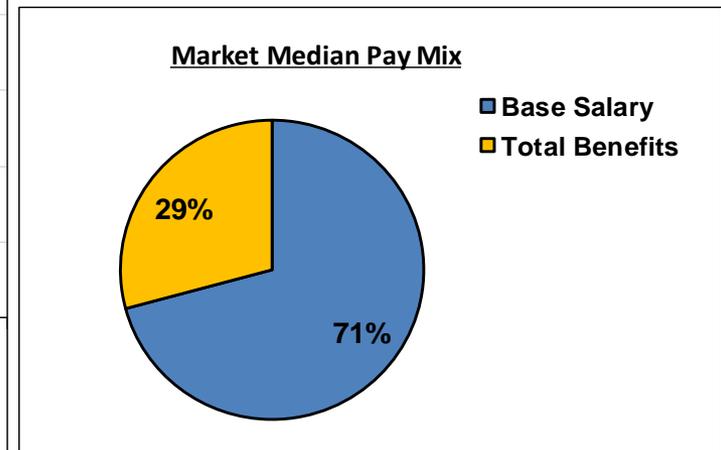
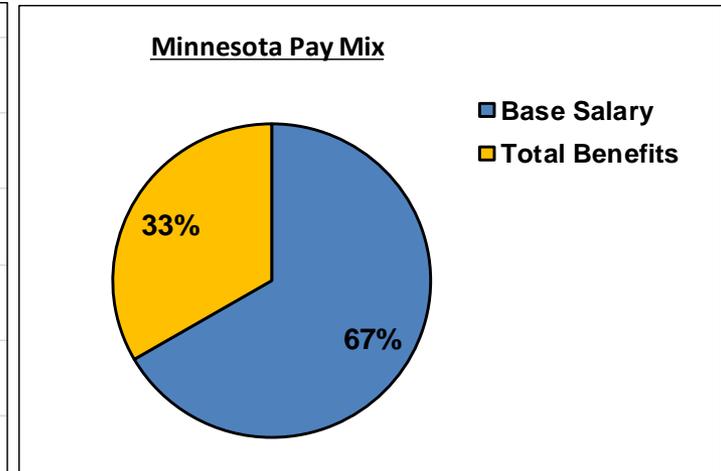
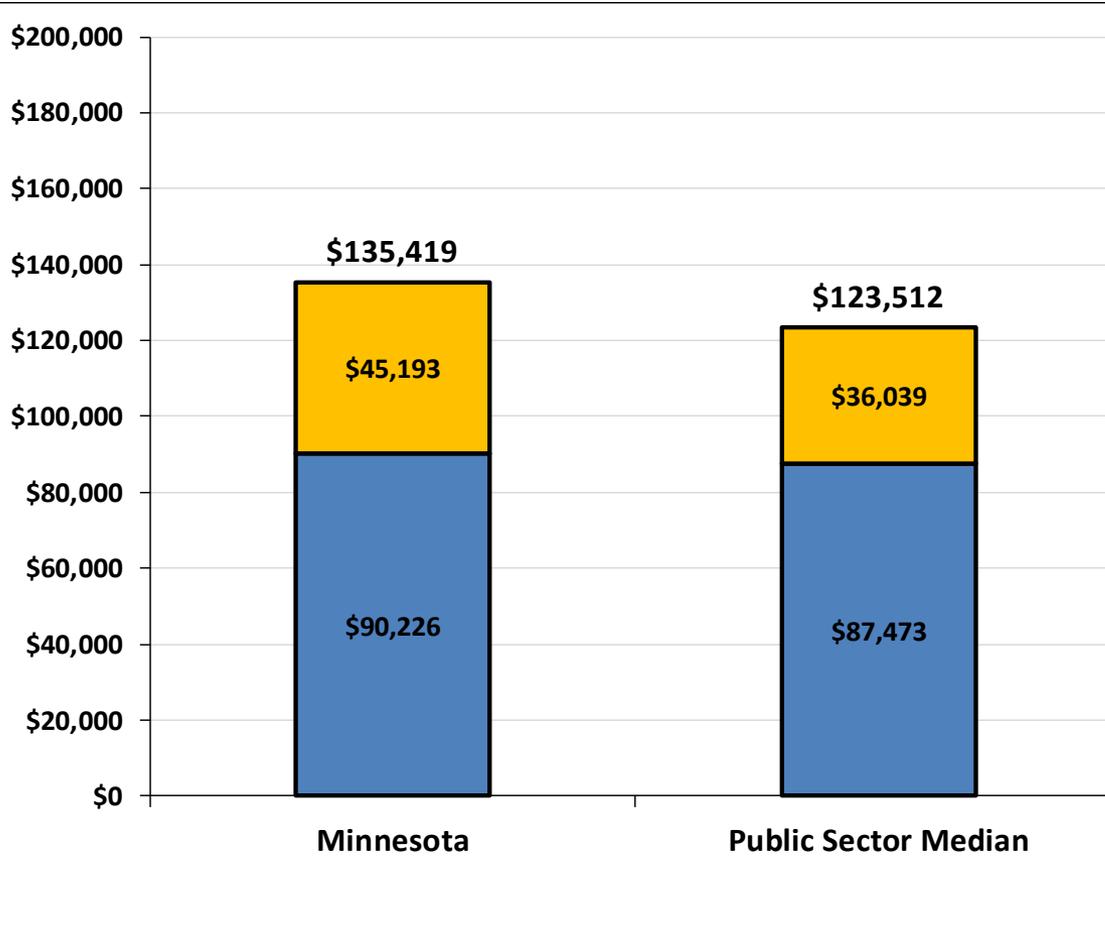


Market Median Pay Mix



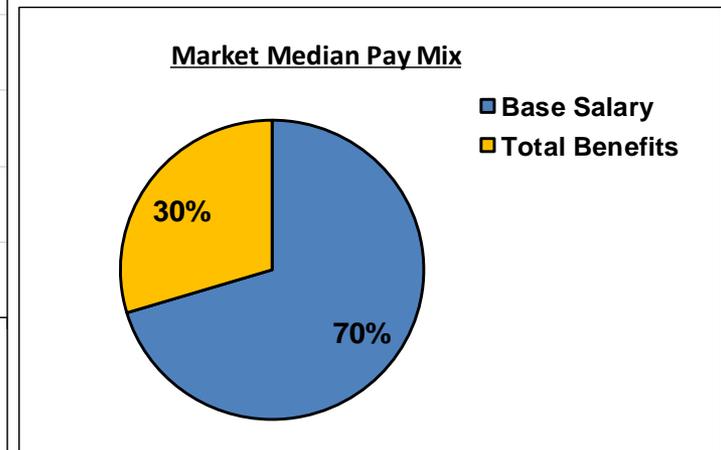
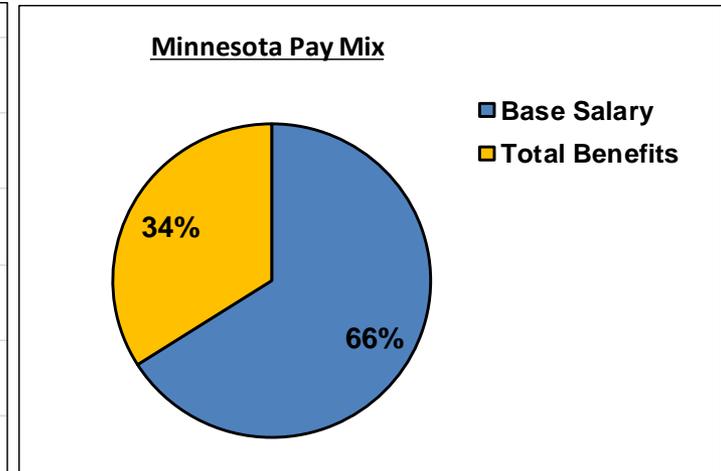
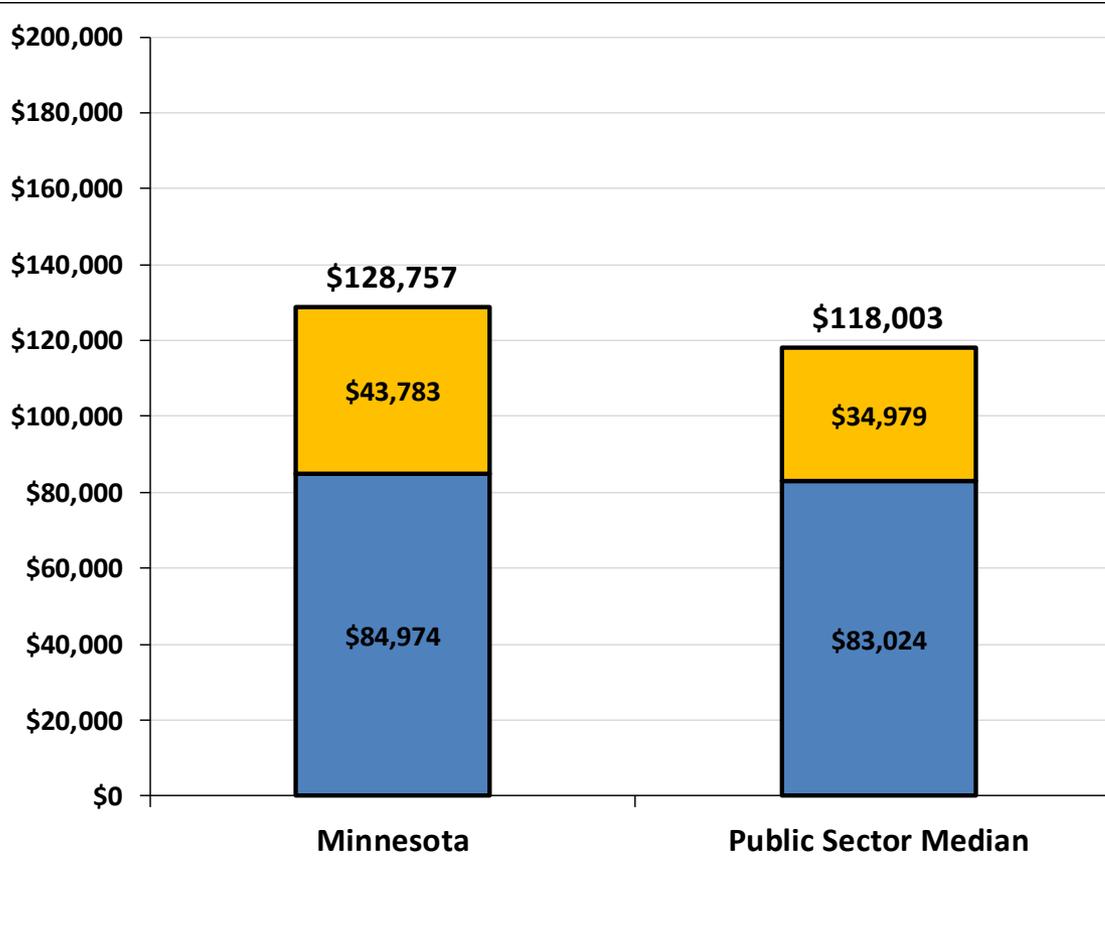
# Market Competitiveness Total Compensation

STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 19



# Market Competitiveness Total Compensation

STATE OF MINNESOTA VS. PUBLIC SECTOR (OTHER STATES) MARKET – REFERENCE LEVEL 18



06

Appendices

A

Participant Lists

# Private Sector (MN) Market – Hay Group Organizations with Employees in Minnesota

3M	Ashland	Chanel
Abercrombie & Fitch	Ashland -- Consumer Markets	Charlotte Russe
Abercrombie & Fitch – abercrombie	ASML	CHI -- St. Francis Medical Center
Abercrombie & Fitch -- Gilly Hicks	Associated Materials	CHI -- St. Francis Medical Center - Breckenridge
Abercrombie & Fitch – Hollister	Austin Packaging Company	CHI -- St. Gabriel's Hospital
ACUITY	AutoZone	CHI -- St. Joseph's Area Health Services
Advance Auto Parts	Avis Budget Group	CHI -- Unity Family Healthcare
Aetna	Bacardi Limited -- Bacardi USA	Chico's -- Chico's
Air Liquide America	Bare Escentuals	Chico's -- Soma Intimates
Air Products & Chemicals	BASF	Chico's -- White House/Black Market
Akzo Nobel	Bayer -- MaterialScience	Children's Place
Akzo Nobel-Automotive and Aerospace Coatings	Beiersdorf	Children's Place -- Outlets
Akzo Nobel-Deco Paints	Belden -- Belden Americas	Childrens Hospitals and Clinics
Akzo Nobel-Industrial Coatings	Berry Plastics	CHS
Akzo Nobel-Powder Coatings	Best Buy	Church & Dwight
Akzo Nobel-Pulp & Paper Chemicals	Big Lots	CIGNA
American Crystal Sugar	Bon-Ton Stores	CNH Global
American Enterprise Group	Boston Beer	Coach
American Family Insurance Group	Brooks Brothers	Comcast Cable Communications
American International Group	Cabela's	ConAgra Foods
Ameriprise Financial	Campari America	Cosi
Andersons	Cargill	COUNTRY Insurance & Financial Services
Anheuser-Busch InBev -- Anheuser-Busch	Carter's	Crate and Barrel
Ann -- AnnTaylor Loft	Caterpillar	Crown Imports
Ann -- AnnTaylor Stores	Catholic Health Initiatives	CVS/Caremark
Aramark	CBRL Group -- Cracker Barrel Old Country-Retail	CVS/Caremark Pharmacy Services
ArcelorMittal	Celanese Americas	De Lage Landen International B.V.
Arkema	Centene Corporation	Dean Foods
Ascena Retail Group – Maurices	CenterPoint Energy	Del Monte Foods

# Private Sector (MN) Market – Hay Group Organizations with Employees in Minnesota

Diageo North America  
 Diamond Offshore Drilling  
 Dick's Sporting Goods  
 Dollar Tree  
 Dow Chemical  
 Dow Chemical -- Dow AgroSciences  
 DSW  
 Dyno Nobel  
 E\*TRADE Financial  
 Eaton  
 Edison International -- Edison Mission  
 Emdeon  
 Evonik Degussa  
 Express  
 Express Scripts  
 FBL Financial Group  
 FedEx -- FedEx Express  
 FedEx -- FedEx Office and Print Services  
 FedEx -- FedEx Supply Chain  
 FedEx Corporate Services  
 Ferrero USA  
 Fidelity Investments  
 Firmenich  
 Fisher & Paykel Appliances  
 FM Global  
 FM Global  
 Foot Locker  
 Foot Locker -- Champs Sports  
 Foot Locker -- Footlocker.com/Eastbay

Fossil  
 H.B. Fuller  
 Gander Mountain  
 Gap -- Banana Republic  
 Gap -- Gap Direct  
 Gap -- Gap Outlet  
 Gap -- Gap Stores  
 Gap -- Old Navy  
 Gerdau AmeriSteel  
 Glatfelter  
 GNC  
 Gordmans Stores  
 Hallmark Cards  
 HCA Healthcare -- Wesley Medical Center  
 Health Net  
 HealthEast Care System  
 HealthEast Care System -- Bethesda Hospital  
 HealthEast Care System -- HealthEast Clinics  
 HealthEast Care System -- Home Care  
 HealthEast Care System -- St. John's Hospital  
 HealthEast Care System -- St. Joseph's Hospital  
 HealthEast Care System -- Woodwinds Hospital  
 HealthPartners  
 HealthPartners  
 HealthPartners -- Regions Hospital  
 Heineken USA  
 Helzberg Diamonds  
 Hershey Foods  
 Hilti – US

Holcim Group Support  
 Home Depot  
 Hormel Foods  
 Hot Topic  
 Humana Care Plan  
 International Dairy Queen  
 INVISTA  
 ivivva usa  
 J.Crew  
 Jcpenney  
 Jubilant Organosys  
 Kellogg  
 Kemira Chemicals  
 Kforce  
 Kimberly-Clark  
 Knowledge Universe  
 Kohl's  
 Laureate Education  
 Legrand North America  
 Lehigh Hanson -- Building Products  
 Lehigh Hanson -- North Region  
 Limited Brands  
 Limited Brands -- Bath & Body Works  
 Limited Stores  
 Lowe's  
 Lubrizol  
 lululemon athletica  
 Luxottica  
 LVMH Moet Hennessy Louis Vuitton-Louis Vuitton

# Private Sector (MN) Market – Hay Group Organizations with Employees in Minnesota

LVMH Moet Hennessy Louis Vuitton-Moet Hennessy USA	Phillips-Van Heusen	SuperValu -- Cub Foods
Macy's	Pier 1 Imports	SuperValu -- Farm Fresh
Magotteaux	Ply Gem Siding Group	Talbots
Maidenform Brands	PolyOne	Target
Main Street America Group	Praxair	Tate & Lyle Americas
Mayo Clinic	Prime Therapeutics	Tate & Lyle Americas -- Ingredients Americas
Mayo Clinic -- Hospital Rochester	PVH Corp -- Bass	TD AmeriTrade Holding
Mayo Clinic -- St. Mary's Hospital Rochester	PVH Corp -- Calvin Klein	TJX
MetLife	PVH Corp -- Izod	TJX Companies -- Home Goods
Michaels Stores -- Aaron Brothers Stores	PVH Corp -- Tommy Hilfiger	TJX Companies -- Marshalls
Michaels Stores -- Michaels Stores	PVH Corp -- Van Heusen	Toys R Us
Michelin North America	Quiznos Sub	Treasury Wine Estates
Molnlycke Health Care	Ralph Lauren -- Club Monaco	Trustmark Insurance
Mosaic	Ralph Lauren -- Outlets	Tumi
Nestle USA	Ralph Lauren -- Polo Ralph Lauren	Umicore (N.V.)
New York & Company	Rich Products	Unilever US
Newark InOne	Rio Tinto Group	United Natural Foods
Nordstrom	SABIC Innovative Plastics US	United States Steel
North American Breweries	Saint-Gobain -- Delegation	UnitedHealth Group
Novo Nordisk	Sazerac	Universal Health Services
Nutreco Holding -- Trouw Nutrition USA	Sears Holdings	Veolia Water Solutions and Technologies
Octapharma	Sears Holdings -- Kmart	Viterra
Office Depot	Sears Holdings -- Sears, Roebuck & Co.	Walgreens
OfficeMax	Securian	Walgreens -- Walgreens Health Services
Panasonic Consumer Electronics	Shopko	Walmart Stores
Payless ShoeSource	Sodexo -- Sodexo	Walmart Stores -- Sam's Club
Pernod Ricard SA -- Pernod Ricard USA	Southern Minnesota Municipal Power Agency	Walmart Stores -- Stores and Super Stores
Perrigo	Stage Stores -- Peebles	WD-40
PETCO	Staples	Williams-Sonoma
PetSmart	SUPERVALU	Zale

# Public Sector (Other States) Market

- State of Colorado
- State of Iowa
- State of Illinois\*
- State of Michigan\*\*
- State of Missouri
- State of Montana
- State of Nebraska
- State of North Dakota
- State of South Dakota
- State of Washington\*
- State of Wisconsin
- State of Wyoming

\*\*State of Michigan did not submit cash data to the 2013 NCASG survey

\*State of Illinois and State of Washington did not submit benefits data to 2013 NCASG survey

B

Methodology

# Methodology

## Survey Methodology

- State of MN classifications were matched to relevant jobs in the NCASG survey by job title/job duties using matches provided by MMB in the survey submission
  - State of MN actual average pay and current salary range midpoints were compared to the 50th Percentile of the NCASG market, referred to in this report as Public Sector (Other States) market
- State of MN positions were also compared to Hay Group's database for Minnesota, referred to in this report as Private Sector (MN) market
  - Since it is difficult to match every individual job to market data, Hay Group uses “job size” as the primary variable when comparing to this market. This methodology considers the knowledge, scope, complexity, and accountability of each position as valued within the State and compares to positions of similar size in the market
    - This methodology also provides the opportunity to see pay relationships from both an internal perspective of job value along with market comparisons
    - Actual average pay and current range midpoints were compared to the 50th Percentile of this market
  - If a position was matched to more than one job within a survey source, the data points were averaged

# Methodology

## Survey Methodology (continued)

- Hay Group market data were analyzed using five value organization weighting, which more accurately shows the dispersion and diversity of the data within the market without allowing any one company to dominate the sample. The methodology uses five values for each organization, rather than just one
  - Each organization remains equally weighted; however, the full range of their pay rates will be represented in the percentile values, resulting in a better representation of the participants' pay practices
  - In order to ensure the confidentiality of the participants' compensation data, certain data suppression rules have been applied. A minimum of four organizations must be represented to provide any data

# Methodology

## To determine the current competitiveness of salaries and midpoints:

- State of Minnesota's average pay and midpoint for each job were compared to survey median of the Public Sector (Other States) and Private Sector (MN)
- In order to have a more comprehensive market database, data has been gathered from a number of sources. The following additional sources were reviewed to validate the market rates shown in this study:
  - League of Minnesota Cities
  - Towers Watson (Minnesota, North Central, and National data cuts were reviewed)
  - Bureau of Labor Statistics – Minnesota
  - Economic Research Institute Salary Assessor for Minnesota

## Market data were effective or projected to January 1, 2014

# Methodology – Hay Benefits Valuation

## Benefits Methodology

- Hay Group utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits
- In establishing a program's overall market competitiveness the Hay Benefit Valuation model uses “standard cost assumptions”, instead of a company's specific costs, which eliminates the impact of such cost variables as demographics, geography, funding method, or purchasing power, etc.
- The utilization of “standard or common cost assumptions” provides a uniform quantitative evaluation method which produces values based solely on the level of the benefit provided
  - To facilitate the uniform comparison of benefit plan provisions, a straw person with the following characteristics is used in the valuation methodology: A married male, age 45 with 15 Years of Service, and a family
- The valuation model places a relative value on each specific feature of a benefit program. The value for each plan is then compiled to produce an overall program value appropriate for market comparison. In general, the more generous a particular feature is the higher the relative value

# Methodology – Hay Benefits Valuation

## The valuation method is applied to a full range of employee benefits including:

- Healthcare Insurance (medical, dental, RX, vision, physical exams)
- Retirement Plans (defined benefit and defined contribution plans)
- Life Insurance (employer paid and voluntary life insurance plans)
- Disability and Sick Leave (sick leave, short-term, long-term disability plans)
- Other benefits such as Tuition Reimbursement, Flex Plans, Statutory Benefits, etc.
- Benefit values are calculated on an “Employer-paid” basis. Employer- paid benefit values are discounted to reflect the relationship of any required employee contributions to the program’s total value. For fully employee-paid plans, the discount is 95% (some value remains due to such things as group purchasing power, etc.). For fully employer-paid plans, there is no discount, and for cost shared plans, a pro-ration is applied

# Methodology – Hay Benefits Valuation

- Internal equity is the inter-relationship between reward opportunities within an organization. Many benefit plans (life insurance, disability, retirement, etc.) have features or benefit levels that are related to salary. Internal equity is achieved in a benefit program when the relationships between the benefit level and the employee salary are consistent within each employee population (Note: While benefit program differences can often be found between employee classes, most organizations provide consistent policies within a class)
- Organizations that wish to achieve internal equity within a benefit plan typically establish benefit levels that are based on uniform salary multiples (i.e., life insurance of one times salary or disability income replacement level of 60% of salary)
- In order to observe the internal equity of an employee benefits program, benefit values are typically illustrated at several salary levels. For this review of benefits, values are shown for salaries from \$60,000 to \$160,000

# Methodology – Total compensation analysis

## **Total compensation analysis combines base salary and total benefits and compares to market levels of the same**

- State of MN actual base salaries are weighted by the number of MN incumbents within each classification and HRL, and include only those classifications that were matched for the market
  - State of MN average base salaries may vary for public sector and private sector market comparisons, depending on jobs matched

# Definition of terms

## Definition of terms

- **Classification** – Refers to a job within the State of MN
- **Position** – For State of MN, a number of positions are allocated to a classification
- **Employees** – This term refers to incumbents or “bodies” holding positions
- **Job Title/Job Duties** – Where data were available, State of MN classifications were matched to market by job title and job duties. Job duties are outlined in the survey job descriptions and the State of MN job descriptions
- **Job Size** – Hay Group’s proprietary methodology, the Hay Group Guide Chart - Profile Method of Job Evaluation<sup>SM</sup>, considers the knowledge, scope, complexity, and accountability of each position as valued within the State of MN. The resulting total evaluation points reflect the size of each classification
- **Hay Reference Level (HRL)** – Using the total job evaluation points, jobs are grouped within a defined point range, referred to as Hay Reference Level (HRL).
- **Average Pay** — The current average pay for multi-incumbent positions, or the actual pay for single incumbent positions. The employee data are effective February 13, 2014
- **Current Midpoint** — The midpoint of the current salary range associated with the position

# Definition of terms

## Definition of terms (continued)

- **Private Sector (MN) Market** – Private Sector data includes Hay Group's market for all jobs in MN in the private sector. Market data is an average of market match by job title/job duties where available, and market data by job size (all positions in the market which are of similar size)
- **Public Sector (Other States) Market** – State Government Peer Group, NCASG 12 States (CO, IA, IL\*, MI\*\*, MO, MT, ND, NE, SD, WA\*, WI, WY). IL and WA did not provide benefits data, while MI did not provide salary data
- **P25 or 25th Percentile** – 75% of the market pays above this point and 25% pays below
- **P50 or the Median** – 50% of the market pays above this point and 50% pays below
- **P75 or 75th Percentile** – 25% of the market pays above this point and 75% pay below
- Hay Group considers pay comparisons (pay element divided by market comparison point) to be at a specific quartile (or within acceptable range of a market level) if:
  - Base salary is + / - 10% of the market data
  - Benefits is + / - 10% of the market data
  - Total Compensation is + / - 10% of the market data

C

List of Jobs Included in the Study

# List of jobs Matrix

HRL	Commissioners & other 15A Agency Heads	Deputy Commissioners	Assistant Commissioners	Other Agency Heads and their Deputies/Assistants	Representative Other Managerial Classifications
29	Human Services Transportation				
28	Employment and Econ. Dev. Natural Resources Revenue				
27	Corrections Education Health MMB MN.IT* Public Safety	Human Services Transportation			
26	Pollution Control	Human Services Natural Resources Public Safety Revenue Transportation			
25	Administration Agriculture Labor & Industry Veterans Affairs	Corrections Employment and Econ Dev Health Pollution Control	Human Services		
24	Commerce Housing Finance	Education Labor & Industry MMB	MMB MN.IT OET Executive Manager Public Safety Revenue Transportation		DHS Direct Care Executive Dir

\*Cabinet level position; covered by the managerial plan, not included in 15A

# List of jobs Matrix

HRL	Commissioners & other 15A Agency Heads	Deputy Commissioners	Assistant Commissioners	Other Agency Heads and their Deputies/Assistants	Representative Other Managerial Classifications
23	IRRRB Minnesota Zoological Garden Ofce of Higher Education Public Utilities	Agriculture Commerce Veterans Affairs	Administration Corrections Health Human Services Natural Resources	Exec Dir Mn State Lottery	Admin Agency Div Dir Sr (DHS Inspector General) Senior Admin Officer Superintendent BCA Transp Asst Div Dir Transp Chief Admin Officer
22	Bureau of Mediation Services Human Rights MSRS Ombuds for MH & DD PERA TRA	Housing Finance OHE L-1 Exec (Deputy Dir HiEd Svcs Ofc) Veterans Affairs	Admin Svcs Dir-DEED Administration Agriculture Education Health Labor & Industry MMB Pollution Control Unemployment Ins Director	Exec Dir Water & Soil Res Bd	Asst Dir Mn State Lottery Chief Exec Officer-Corr Facilt Chief Information Officer Dir Emergency Services Employee Management Div Dir
21	Exec Dir, Pari-Mutuel Racing	Commerce	Commerce	Dir Perpich Ctr Arts Educ Exec Dir Higher Educ Fac Auth Exec Dir Military Affairs Exec Sec Pub Utilities Comm	Asst State Negotiator NR Dir - Ecological Serv Nurse Executive Transp Environmental Svcs Dir Zoo Deputy Director
20	Exec Dir Gambling Control	Human Rights Deputy Ombuds for MH and DD	Administration Asst Exec Dir Retire Svcs CI - MSRS Commerce Housing Finance Agency Exec OHE L-1 Executive	Exec Dir Animal Health Bd Exec Dir Medical Practice Bd Exec Dir Mn Amateur Sports Com MN Academies Director	Corr Facility Oper Dir Engineer Senior Administrative Health Care Program Mgr Housing Finance Information Syst Applic Mgr State Prog Admin Manager Prin
19		Minnesota Racing Commission (MRC)	Asst Exec Dir MSRS Asst Exec Dir Retire Svcs CI - TRA Asst Exec Dir Retire Svcs Unc Commerce Housing Finance Agency Exec (Chief Risk Officer) MN State Retirement Systems OHE L-1 Executive Teachers Retirement Assoc	Exec Dir Emer Med Services Exec Dir Nursing Bd Exec Dir St Arts Bd Exec Sec Arch Engr L/S Bd Exec Sec Pharmacy Bd	Admin Svcs Dir (CFO/Asst Exec Dir)-PERA Health Program Manager Senior Pollution Cont Program Admi Proj Manager Residential Prog Svcs MgrSr State Prog Admin Manager Sr

# List of jobs Matrix

HRL	Commissioners & other 15A Agency Heads	Deputy Commissioners	Assistant Commissioners	Other Agency Heads and their Deputies/Assistants	Representative Other Managerial Classifications
18			Housing Finance Agency Exec (Credit Risk Officer)	Exec Dir Asian Pcf Minn Council Exec Dir Black Minn Council Exec Dir Chicano Latino Aff Co Exec Dir Chiropractic Exam Bd Exec Dir Ctr Crime Victim Svcs Exec Dir Indian Affairs Bd Exec Sec Dentistry Bd Exec Sec Peace Off Tng Bd	Corr Alternative Prog Mgr Emp & Econ Devel Spec Prog Mgr Information Mgmt Svcs Div Dir State Prog Admin Manager
17				Exec Dir Social Work Bd Exec Sec Cap Area Arch & Plng Exec Sec Psychology Bd	Exec Assistant Principal Plant Mgmt Operations Manager Residential Prog Manager Tourism Marketing Manager Training & Development Mgr 1
16				Exec Dir Beh Hlth & Therapy Bd Exec Dir Diet & Nutr Pract Bd Exec Dir Physical Therapy Bd Exec Sec Cosmetologist Bd Exam Exec Sec Mar & Fam Therapy Bd	Admin Officer Exec Assistant
15				Exec Sec Podiatry Bd	Exec Aide

# List of jobs Sorted by HRL / Title

HRL	Job Title
29	Commissioner-Human Services
29	Commissioner-Transportation
28	Commissioner-Empl & Econ Dev
28	Commissioner-Natural Resources
28	Commissioner-Revenue
27	Commissioner-Corrections
27	Commissioner-Education Dept
27	Commissioner-Health
27	Commissioner-MN Mgmt & Budget
27	Commissioner-Public Safety
27	Deputy Comm - Direct Care and Treatment (DHS)
27	Deputy Comm - Transportation/Chief Engineer
27	State Chief Information Offcr
26	Commissioner-Pollution Control
26	Deputy Comm - Policy & Operations (DHS)
26	Deputy Comm - Transportation COO/CFO
26	Deputy Commr Natural Resource
26	Deputy Commr Public Safety
26	Deputy Commr Revenue

HRL	Job Title
25	Asst Comm - Health Care Administration (DHS)
25	Commissioner-Administration
25	Commissioner-Agriculture
25	Commissioner-Labor & Industry
25	Commissioner-Veterans Affairs
25	Deputy Commr Corrections
25	Deputy Commr Empl & Econ Devel
25	Deputy Commr Health
25	Deputy Commr Pollution Control
24	Asst Commr MN Mgmt & Budget
24	Asst Commr Office of Entp Tech
24	Asst Commr Public Safety
24	Asst Commr Revenue
24	Asst Commr Transportation
24	Commissioner-Commerce
24	Commissioner-Housing Finance
24	Deputy Commr Education
24	Deputy Commr Labor & Industry
24	Deputy Commr MMB
24	DHS Direct Care Executive Dir
24	OET Executive Manager

# List of jobs Sorted by HRL / Title

HRL	Job Title
23	Admin Agency Div Dir Sr (DHS Inspector General)
23	Asst Comm - Facilities Mgmt (Administration)
23	Asst Commr Corrections
23	Asst Commr Health
23	Asst Commr Human Services
23	Asst Commr NR
23	Commissioner-IRR&RB
23	Commissioner-Public Utilities
23	Deputy Comm - Veterans Affairs Homes
23	Deputy Commr Agriculture
23	Deputy Commr Commerce-Chief of Staff
23	Dir Higher Ed Services Office
23	Dir Zoological Gardens
23	Exec Dir Mn State Lottery
23	Senior Admin Officer
23	Superintendent BCA
23	Transp Asst Div Dir
23	Transp Chief Admin Officer

HRL	Job Title
22	Admin Svcs Dir-DEED
22	Asst Comm - Administrative Services (Health)
22	Asst Comm - Financial Mgmt and Admin (Administration)
22	Asst Comm - MMB Treasury
22	Asst Commr Agriculture
22	Asst Commr Education
22	Asst Commr Labor & Industry
22	Asst Commr Pollution Control
22	Chief Exec Officer-Corr Facilt
22	Chief Information Officer
22	Commissioner-Human Rights
22	Commissioner-Mediation Service
22	Corr Dir Policy & Legal Servic
22	Corr Field Serv Dir
22	Corr Health Svcs Dir
22	Corr Minncor CEO
22	Deputy Commr Housing Finance
22	Deputy Commr Veterans Affairs
22	Dir Emergency Services
22	Employee Management Div Dir

# List of jobs Sorted by HRL / Title

HRL	Job Title
22	Exec Dir PERA
22	Exec Dir St Retirement System
22	Exec Dir Teachers Ret Assoc
22	Exec Dir Water & Soil Res Bd
22	Human Resources Director 5
22	MSOP Clinical Director
22	MSOP Deputy Director
22	OHE L-1 Exec (Deputy Dir Higher Ed Svcs Ofc)
22	Ombudsman Mntl Hlth & Dev Dis
22	Revenue Research Director
22	State Patrol Chief
22	Unemployment Ins Director
22	Veterans Home Admin - Mpls

HRL	Job Title
21	Admin Agency Div Dir Sr - Admin
21	Asst Comm - Enforcement (Commerce)
21	Asst Dir Mn State Lottery
21	Asst State Negotiator
21	Corr Behav Health Svcs Dir
21	Deputy Comm - Commerce
21	Dir Actuarial & Reg Plcy Anly
21	Dir Child & Family Services
21	Dir Education Finance
21	Dir Explore Minnesota Tourism
21	Dir Perpich Ctr Arts Educ
21	Dir Statewide Assessment
21	Disease Prev & Cont Div Dir
21	Engineer Princ Admin Transp
21	Environmental Hlth Div Dir
21	Exec Budget Coordinator
21	Exec Dir Higher Educ Fac Auth
21	Exec Dir Military Affairs

# List of jobs Sorted by HRL / Title

HRL	Job Title
21	Exec Dir, Pari-Mutuel Racing
21	Exec Sec Pub Utilities Comm
21	Finance Services Director
21	Forensic Laboratory Dir
21	Health Care P&D Syst Div Dir
21	Health Care Program Mgr Sr
21	Health Community Svcs Div Dir
21	Human Svcs Chief Financial Off
21	MN Academies Administrator
21	NR Dir - Ecological Serv
21	NR Dir - Enforcement
21	NR Dir - Fish & Wildlife
21	NR Dir - Forestry
21	NR Dir - Lands & Minerals
21	NR Dir - Parks & Rec
21	Nurse Executive
21	Pollution Cont Division Dir
21	Pollution Cont Strat Mgr

HRL	Job Title
21	Public Health Lab Div Dir
21	Residential Prog Svcs Dir 2
21	Revenue Legal Leg Aff Dir
21	Revenue Tax System Dir 3
21	State Oper Svs Chief Qual Ofcr
21	State Program Admin Manager Prin - MMB
21	Transp Division Engineer
21	Transp Environmental Svcs Dir
21	Transp Finance Mgmt Director
21	Transp Gov & Comm Rel Dir
21	Transp Off CPPM Director
21	Zoo Animal Programs Director
21	Zoo Deputy Director

# List of jobs Sorted by HRL / Title

HRL	Job Title
20	Admin Svcs Bureau Mgr
20	Admin Svcs Dir-DLI
20	Agency Chief Financial Officer
20	Arts School Prog Admin
20	Asst Comm - Strategic Partnership (Administration)
20	Asst Commr Commerce
20	Asst Exec Dir Retire Svcs CI - MSRS
20	Chief Exec Officer 3-Human Svc
20	Chief Exec Officer-Juv/Min Cor
20	Construction Proj Oprtions Mgr
20	Corr Adult Fac Exec Asst Dir
20	Corr Community Svcs Reg Di
20	Corr Dir Admin Programs
20	Corr Dir Admin Svcs
20	Corr Education Director
20	Corr Exec Of Hrngs & Re
20	Corr Facility Oper Dir
20	Deputy Commr Human Rights
20	Deputy Div Dir Human Svcs OIG
20	Deputy Ombuds for MH and DD

HRL	Job Title
20	Dir Administrative Info System
20	Dir Appeals And Contracts
20	Dir Child Services Divisions
20	Dir Deaf & Hard Hearing Sv Div
20	Dir Driver & Vehicle Services
20	Dir Employment Programs
20	Dir Governmental Relations CI
20	Dir Governmental Relations Unc
20	Dir Management Analysis
20	Disability Determ Svc Dir
20	Educ Dir Finance Reform & Acct
20	Educ Dir State & Fed Prog
20	Electronic Commun Asst Directo
20	Engineer Senior Administrative
20	Epidemiologist Program Manager
20	Exec Budget Officer Sr
20	Exec Dir Animal Health Bd
20	Exec Dir Gambling Control
20	Exec Dir Gov Job Training Offc
20	Exec Dir Medical Practice Bd

# List of jobs Sorted by HRL / Title

HRL	Job Title
20	Exec Dir Mn Amateur Sports Com
20	Financial Mgt Director (SBI)
20	Financial Services Director-Health
20	Forensic Laboratory Asst Dir
20	Health Asst Div Director
20	Health Care Operations Mgr
20	Health Care Program Mgr
20	Health Survey & Compliance Mgr
20	Housing Finance Agency Exec
20	Human Resources Director 4
20	Human Svcs Research Director
20	Information Syst Applic Mgr
20	Information Syst Director
20	Labor Mediation Mgr
20	Land Surveyor Senior Admin
20	Lottery Sales Manager
20	Management Services Director
20	Minnor Vice-Pres Operations
20	MN Academies Director
20	MN.IT Division Manger 2

HRL	Job Title
20	NR Asst Dir - Enforcement
20	NR Asst Division Director
20	NR Bureau Administrator
20	NR Forestry Asst Dir
20	NR Minerals Asst Dir
20	NR Regional Director
20	OHE L-1 Executive
20	Perpich Ctr Arts Educ Prog Dir
20	Plant Mgmt Dir
20	Pollution Cont Asst Div Dir
20	Real Estate Mgmt Dir
20	Research Director
20	Residential Prog Svcs Dir 1
20	Revenue Tax System Dir 2
20	Revenue Tax System Dir 4
20	Senior Executive Officer
20	State Fire Marshal
20	State Patrol Assistant Chief
20	State Prog Admin Manager Prin - Corrections
20	Transp Dir Comm & Media Rel

# List of jobs Sorted by HRL / Title

HRL	Job Title
20	Transp Operations Manager
20	Transp Planning Dir
20	Transp Prog Financial/Plng Dir
20	Unemployment Ins Prog Dir
20	Veterans Home Admin
20	Weights & Measures Div Direct
20	Zoo Conservation Director

HRL	Job Title
19	Admin Agency Div Director
19	Admin Mgmt Services Dir
19	Admin Svcs Dir (CFO/Asst Exec Dir)-PERA
19	Agency Internal Audit Manager
19	Agric Dev & Fin Asstnc Dir
19	Agronomy Asst Dir Environ Reg
19	Asst Comm - Energy Resources
19	Asst Dir Animal Health Bd
19	Asst Dir Constr Codes & Lic
19	Asst Dir Mgt Analysis
19	Asst Exec Dir MSRS
19	Asst Exec Dir Retire Sys Cl - TRA
19	Asst Exec Dir Retire Sys Unc
19	Behavioral Med Practitioner Sr
19	Civil Rights Director
19	Continuing Care Program Mgr
19	Corr Facility Admin Dir
19	Corr Health Program Dir
19	Corr Investigation Manager
19	Demographer State

# List of jobs Sorted by HRL / Title

HRL	Job Title
19	Deputy Dir, Pari-Mutuel Racing
19	Dir Child Develop Services
19	Dir Community & Media Rltns
19	Dir Corrections Industries
19	Dir Drug Policy & Violence Pre
19	Dir Nursing
19	Dir Special Investigations
19	Dir Workers Comp Prog
19	Dir Workplace Safety Consult
19	Disability Determ Svc Opns Dir
19	Economic Development Mgr
19	Educ Dir Personnel Licensing
19	EID Program Manager
19	Engineer Administrative Mgt
19	Exec Budget Officer
19	Exec Dir Emer Med Services
19	Exec Dir Mn Forest Res Council
19	Exec Dir Nursing Bd
19	Exec Dir St Arts Bd
19	Exec Sec Arch Engr L/S Bd

HRL	Job Title
19	Exec Sec Pharmacy Bd
19	Facility Security Director
19	Financial Management Director (DLI)
19	Fiscal & Admin Serv Manager
19	Gambling Security Director
19	Health Program Manager Senior
19	Health Promotion & Educ Manage
19	Housing Finance Agency Dir
19	Housing Finance Agency Exec (Chief Risk Officer)
19	Housing Finance Agency Mgr
19	Human Resources Director 3
19	IRRRB Administrative Manager
19	Labor Standards Director
19	Land Surveyor Admin - Mgmt
19	Lottery Research & Plan Dir
19	Materials Mgmt Assist Dir
19	Merit System Hum Res Mgr
19	Mineland Reclamation Manager
19	Minncor Indust Chief Fin Offic
19	Minncor Vice-Pres Business Dev

# List of jobs Sorted by HRL / Title

HRL	Job Title
19	MN.IT Division Manager 1
19	NR Forestry Section Mgr
19	NR Minerals Development Mgr
19	NR Prog Mgr
19	NR Prog Mgr 3 - Enforcement
19	NR Section Manager
19	NR Waters Operation Manager
19	Occup Safety & Hlth Team Dir
19	OHE L-1 Executive
19	PERA Division Manager
19	Physical Plant Mgr
19	Pollution Cont Program Admi
19	Proj Manager
19	Pub Util Regulation Unit Mgr
19	Public Health Lab Mgr
19	Rehabilitation Area Director
19	Research Director, Sent Guid C
19	Residential Prog Svcs MgrSr
19	Revenue Assistant Director 1
19	State Archaeologist

HRL	Job Title
19	State Prog Admin Manager Sr
19	State University Mgmt Officer
19	Transp Audit Director
19	Transp Finance Mgr
19	Transp Metro Right of Way Mgr
19	Transp Planning Mgr
19	Transp Prog Director
19	Transp Support Svcs Dir
19	Zoo Education Director
19	Zoo Strategic Services Dir

# List of jobs Sorted by HRL / Title

HRL	Job Title
18	Accounting Manager
18	Admin Mgmt Director 2
18	Agency Affirmative Action Mgr
18	Appeals Examiner Chief
18	Asst Dir CJIS (Vacant)
18	Asst Dir Lab Services Division
18	Asst To Commr
18	Business Community Dev Dir
18	Corr Alternative Prog Mgr
18	Corr Interstate Dep Cmpct Admn
18	Disability Determ Svc Asst Dir
18	DVS Program Director
18	Emp & Econ Devel Spec Prog Mgr
18	Emp & Econ Devel Staff Dir
18	Emp & Econ Devel Youth Pro Dir
18	Emp & Trng Director
18	Energy Program Director
18	Exec Dir Asian Pcf Minn Council
18	Exec Dir Black Minn Council
18	Exec Dir Chicano Latino Aff Co

HRL	Job Title
18	Exec Dir Chiropractic Exam Bd
18	Exec Dir Ctr Crime Victim Svcs
18	Exec Dir Indian Affairs Bd
18	Exec Sec Dentistry Bd
18	Exec Sec Peace Off Tng Bd
18	Extended Employment Prog Dir
18	Financial Services Director-Commerce
18	Health Program Manager
18	Housing Finance Agency Exec (Credit Risk Officer)
18	Human Resources Director 2
18	Human Rights Division Director
18	Information Director
18	Information Mgmt Svcs Div Dir
18	Institutional Supp Svcs Dir
18	Materials Mgmt Division Mgr
18	MnSCU Information Systems Mgr
18	NR Manager
18	NR Prog Mgr 2 - Enforcement
18	Physical Plant Operations Mgr
18	Planning Dir Develop Disabilit

# List of jobs Sorted by HRL / Title

HRL	Job Title
18	Proj Functional Manager
18	Rehabilitation Program Manager
18	Research Plan & Evaluation Dir
18	Residential Prog Svcs Mgr
18	Revenue Crim Investigation Dir
18	Revenue Operations Asst Dir
18	Self-Sufficiency Program Dir
18	State Prog Admin Manager
18	Training & Development Mgr 2
18	Zoo Conservation Manager
18	Zoo Sales & Marketing Manager

HRL	Job Title
17	Asst Exec Dir Campaign Fin Bd
17	Exec Assistant Principal
17	Exec Dir Social Work Bd
17	Exec Sec Cap Area Arch & Plng
17	Exec Sec Psychology Bd
17	Plant Mgmt Operations Manager
17	Residential Prog Manager
17	Tourism Marketing Manager
17	Trainee-Exec Budget Officer
17	Training & Development Mgr 1
17	Welfare Strat Plcy Analyst CI

# List of jobs Sorted by HRL / Title

HRL	Job Title
16	Admin Officer
16	Exec Assistant
16	Exec Dir Beh Hlth & Therapy Bd
16	Exec Dir Diet & Nutr Pract Bd
16	Exec Dir Physical Therapy Bd
16	Exec Sec Cosmetologist Bd Exam
16	Exec Sec Mar & Fam Therapy Bd

HRL	Job Title
15	Exec Aide
15	Exec Sec Podiatry Bd

D

List of Amendments

# List of Amendments

**The Compensation Study report was amended in February 2015 to 1) reflect corrections to the early retirement reduction percentage for the State's pension plan, and 2) recognize the existence of COLA provisions in the pension plans of other states.**

- a. Page 12 and 65 – The State's overall benefits market position is at the market 75th percentile. The pension value change resulted in a market median position relative to other States, but market position is unchanged relative to the private sector
- b. Page 13 – The chart has been updated to reflect the State's slightly lower benefits market position.
- c. Page 14 and 94 – The State's aggregate benefits market position in percentage terms decreased from 28.2% and 32.0% above the private sector and public sector market median, respectively, to 22.8% and 26.4% above the market medians. Similar decreases occurred in the aggregate benefits market position at the P50 salary level. The total compensation market position changed from 14.8% below to 16.0% below the private sector market median and from 12.8% above to 11.2% above the public sector market median. These changes also appear on page 94 of the amended report.
- d. Page 15 – The chart has been updated to reflect the State's slightly lower total compensation market position.

## List of Amendments (continued)

**The Compensation Study report was amended in February 2015 to 1) reflect corrections to the early retirement reduction percentage for the State's pension plan, and 2) recognize the existence of COLA provisions in the pension plans of other states.**

- e. Pages 16, 17 and 95, 96 – The summary tables by reference level have been updated to reflect the State's slightly lower benefits and total compensation market position.
- f. Pages 65 – 74 – The tables, charts and commentary in the benefits section have been updated to reflect the State's amended pension value based on higher early retirement reduction factors.
- g. Page 99 – 125 – The total compensation charts have been updated to reflect the amended pension value.

Hay Group has COLA data for the nine states included in the public sector comparator group that have a defined benefit program. According to our database, 3 of the 9 do not have a COLA provision, 4 of the 9 have a discretionary COLA and 2 of the 9 have a guaranteed COLA. This information was correctly factored into the market pension values, but was not accurately described in the report commentary. The table on page 73 has been amended to reflect a mixed practice on COLA as the market median practice among the comparator states.