



State Profiles

A snapshot of each state's HR management



State Profiles

Information included in the state profiles has been gathered from NASPE's 2008 and 2009 Annual Surveys. These surveys featured questions on state government HR architecture, HR metrics, workforce demographics, workforce planning and human resource information systems. All data included in this report is as of June 30, 2008 or June 30, 2009 unless otherwise indicated. Any information dated 2007 was reported to the Grading the States: Government Performance Project conducted by the Pew Center on the States.

States with no data reported responded to neither the NASPE 2008 or 2009 surveys nor the 2007 Grading the States effort.

On the following page is a glossary and terminology reference for the purposes of the surveys and this report.

Should you have any questions, contact NASPE Director Leslie Scott at lscott@csg.org.

Glossary and Terminology

Average Age

Total number of employees in a category divided into total age for all employees included in that category. (Round to the nearest whole number.)

Average Years of Service

Total number of employees in a category divided into total years of service for all employees included in that category. (Round to nearest whole number.)

Central (State) HRM Agency

The central state agency with the primary responsibility for the state human resources, civil service or merit system function.

Classified Employees

Persons in state government who are in the classified civil service with formal (legal) civil service protections covered by the merit system.

Departments and Agencies (Executive Branch)

All executive branch departments and agencies except for higher education and quasi-state agencies.

Executive Branch

All agencies and departments that report to the governor. (Executive Branch of government.)

Fringe Benefit Costs

Fringe benefit costs include legally mandated payments, retirement and savings plan payments (state's share), insurance and medically related payments (state's share), payments for time not worked, and other benefit payments.

Full-Time Equivalent (FTE)

Full-time equivalent employment as defined by the state government. For the purposes of this survey, a full-time employee is counted as 1.00 FTE. An employee who works part-time, for example, 50% of the normal work hours for the position would be counted as .50 FTE.

Higher Education

All post-secondary institutions and includes colleges and universities, community colleges, and vocational schools.

Involuntary Separation

A separation of non-temporary employee where the agency initiates the separation action. This category generally includes instances in which an employee is being terminated for cause or resigns in lieu of termination. Layoffs, while involuntary, are not included in this definition and are accounted for in their own category.

Layoff (Laid-off)

A separation of any employee caused by the agency due to budgetary constraints or reorganization.

Operating Agencies/Departments

Refers to other agencies/departments in state government outside of the central HRM agency. Because the terminology is different in each state, such as use of agency or department, please refer to the largest organization when providing your responses. For example, the Health and Human Services Agency may have several departments. For the purposes of this survey, the Health and Human Services Agency would be considered an operating agency/department.

Separation (Separated)

A personnel action that reflects that the employee has ended employment with state services. For the purposes of this survey, separations do not include situations where the employee transfers between departments. This does include layoffs.

State Service

The total length of time, in years and months, that an employee has been employed in state government.

Temporary Employee

Employees, whose period of appointment has a relatively short-term, pre-determined end date (generally less than five years). The positions that these employees occupy do not have the expectation of gaining permanent status.

Turnover Rate

The ratio of the number of non-temporary employees who separated from the state service during a given period to the average number of employees (headcount) during the period.

Types of Employees

Include all full- and part-time classified employees in "regular ongoing" positions. Exclude all temporary employees, board members who are not full-time, WAE (when actually employed) employees, and student employees.

Unclassified (or Non-Classified) Employee

Employees in state government whose positions are not in the classified service.

Voluntary Separation

A separation of a non-temporary employee where the employee initiates the action. Examples are where the employee has accepted a job in the private sector, has home responsibilities, or is returning to school. Retirements, while voluntary, are in a separate category and are excluded from voluntary turnover for the purposes of this survey.

Alabama

State Personnel Department
313 Folsom Administration Building ♦ 64 N. Union St., Suite 300
Montgomery, AL 36130 ♦ 334.242.3711 ♦ <http://www.personnel.state.al.us>

Contact(s)

Jackie Graham
Director
jgraham@personnel.state.al.us

HR Architecture^a

HR Director Appointed By:	Personnel Board or Commission
Number of Central HR Employees:	96
Number of Classified Employees (in Dept. & Agencies):	32,791
Percentage of Unionized Employees:	< 10%
Number of Classifications:	1,347
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No
FY'08	

HR Demographics^a

Average State Salary (Classified):	\$41,596.00
Average Benefits Contribution (by state):	NA
Average Age of State Employee (years):	45
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	31.61%

HR Information Technology

HRIS:	Custom; Seeking funding for new HRIS
Online Applicant Tracking System:	Custom ; Seeking funds for new online appl. system

Notes/Issues of Interest

Alaska

Division of Personnel and Labor Relations ♦ Department of Administration

P.O. Box 110201 ♦ Juneau, AK 99811

907.465.4431 ♦ <http://www.dop.state.ak.us>

Contact(s)

Nicki Neal

Director

nicki_neal@admin.state.ak.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	170
Number of Classified Employees (in Dept. & Agencies):	13,309 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	99.97%
Number of Classifications:	1,079
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	Yes (Vocational/Technical Center only)

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$53,964
Average Benefits Contribution (by state):	\$24,936
Average Age of State Employee (years):	45
Average Length of Service (years):	9
Employee Retirement Eligibility (5 years):	25.82%

HR Information Technology

HRIS:	Imagio (Tesseract) (original go-live date: May 1990) Seeking funds for new system
Online Applicant Tracking System:	Custom (original go-live date: 1997) Currently seeking funds for new system

Notes/Issues of Interest

Arizona

Human Resources Division ♦ Department of Administration
100 North 15th Avenue, Suite 261 ♦ Phoenix, AZ 85007
602.542.8378 ♦ <http://www.hr.az.gov>

Contact(s)

Kathy Peckardt
Director
kathy.peckardt@ad.state.az.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	139
Number of Classified Employees (in Dept. & Agencies):	31,160
Percentage of Unionized Employees:	0
Number of Classifications:	1,600
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$36,442
Average Benefits Contribution (by state):	NA
Average Age of State Employee (years):	45
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	27.07%

HR Information Technology

HRIS:	Lawson (original go-live date: January 2004) Upgrading to new version
Online Applicant Tracking System:	Other – Hiring Gateway (original go-live date: Nov. 2004) Currently seeking funds for new system

Notes/Issues of Interest

Arkansas

Office of Personnel Management ♦ Department of Finance & Administration
1509 West 7th St ♦ Little Rock, AR 72201
501.682.1753 ♦ http://www.arkansas.gov/dfa/personnel_mgmt/opm_index.html

Contact(s)

Kay Barnhill Terry

State Personnel Administrator
kay.terry@dfa.state.ar.us

Herb Scott

State Personnel Deputy Administrator
herb.scott@dfa.state.ar.us

HR Architecture⁽²⁰⁰⁹⁾

HR Director Appointed By:

Number of Central HR Employees:

Number of Classified Employees (in Dept. & Agencies): 28,556

Percentage of Unionized Employees:

Number of Classifications:

Healthcare Benefits Responsibility:

Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$35,956

Average Benefits Contribution (by state):

Average Age of State Employee (years): 45

Average Length of Service (years): 9

Employee Retirement Eligibility (5 years): 7.2%

HR Information Technology

HRIS:

Online Applicant Tracking System:

Notes/Issues of Interest

California

State Personnel Board
801 Capitol Mall ♦ Sacramento, CA 95814
916.653.1028 ♦ <http://www.spb.ca.gov>

Department of Personnel Administration
1515 S St. ♦ North Building, Suite 440
Sacramento, CA 95814
916.322.5193 ♦ <http://www.dpa.ca.gov>

Contact(s)

Suzanne Ambrose
Executive Officer, State Personnel Board
sambrose@spb.ca.gov

Debbie Endsley
Director, Department of Personnel Administration
davegilb@dpa.ca.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Personnel Board (SPB); Governor (DPA)
Number of Central HR Employees:	166 (SPB); 228 (DPA)
Number of Classified Employees (in Dept. & Agencies):	240,028
Percentage of Unionized Employees:	90.28%
Number of Classifications:	3,987
Healthcare Benefits Responsibility:	Yes (DPA)
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$64,467
Average Benefits Contribution (by state):	\$23,968
Average Age of State Employee (years):	45
Average Length of Service (years):	NA
Employee Retirement Eligibility (5 years):	38.82%

HR Information Technology

HRIS:	Custom
Online Applicant Tracking System:	Current: Custom; JobAps Spring 2009

Notes/Issues of Interest

Colorado

Division of Human Resources ♦ Department of Personnel & Administration
1313 Sherman St., Room 122 ♦ Denver, CO 80203
303.866.2105 ♦ <http://www.colorado.gov/dpa/dhr/>

Contact(s)

Guy Mellor
Director
guy.mellor@state.co.us

Tom Montoya
Deputy Director
tom.montoya@state.co.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	41
Number of Classified Employees (in Dept. & Agencies):	24,129
Percentage of Unionized Employees:	96.52% (labor-management partnership agreements)
Number of Classifications:	518
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	Yes

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$55,560
Average Benefits Contribution (by state):	\$21,113
Average Age of State Employee (years):	46
Average Length of Service (years):	9
Employee Retirement Eligibility (5 years):	27.05%

HR Information Technology

HRIS:	PeopleSoft; SAP; Other (Integral) Original go-live date: 1986 Upgrading to new version
Online Applicant Tracking System:	JobAps (Dept. of Transportation – July 2008)

Notes/Issues of Interest

Connecticut

Human Resource Management ♦ Department of Administrative Services
165 Capitol Ave., Room 411 ♦ Hartford, CT 06106
860.713.5204 ♦ http://www.das.state.ct.us/HR/HR_Managers.asp

Contact(s)

Pamela Libby
Director
pamela.libby@po.state.ct.us

Martin Anderson, Ph.D
Director, Perf. Measurement & Org. Research
martin.anderson@po.state.ct.us

HR Architecture

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 35,813 ⁽²⁰⁰⁷⁾
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics

Average State Salary (Classified):
Average Benefits Contribution (by state):
Average Age of State Employee (years): 45 ⁽²⁰⁰⁷⁾
Average Length of Service (years): 14 ⁽²⁰⁰⁷⁾
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Delaware

Human Resource Management ♦ Office of Management and Budget
Carvel Office Building ♦ 820 N. French St., 10th Floor
Wilmington, DE 19801 ♦ 302.577.8977 ♦ <http://www.delawarepersonnel.com/>

Contact(s)

Linda McCloskey
Director
linda.mccloskey@state.de.us

Joe Hickey
Deputy Director
joseph.hickey@state.de.us

HR Architecture^a

HR Director Appointed By:	Agency Head (Office of Management & Budget)
Number of Central HR Employees:	60
Number of Classified Employees (in Dept. & Agencies):	12,433
Percentage of Unionized Employees:	43.81%
Number of Classifications:	815
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics^a

Average State Salary (Classified):	\$40,017
Average Benefits Contribution (by state):	\$10,424
Average Age of State Employee (years):	45
Average Length of Service (years):	11
Employee Retirement Eligibility (5 years):	36.28%

HR Information Technology

HRIS:	PeopleSoft v 8.8 (original go-live date: 1999)
Online Applicant Tracking System:	JobAps (original go-live date: March 2007)

Notes/Issues of Interest

District of Columbia

Department of Human Resources
One Judiciary Square ♦ 441 4th St. NW, Suite 300S
Washington, DC 2001
202.671.1300 ♦ <http://dchr.dc.gov/dcop/site/default.asp>

Contact(s)

Brender L. Gregory
Director
brender.gregory@dc.gov

Diana Haines-Walton
Deputy Director
diana.haines-walton@dc.gov

HR Architecture

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies):
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics

Average State Salary (Classified):
Average Benefits Contribution (by state):
Average Age of State Employee (years):
Average Length of Service (years):
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Florida

Division of Human Resource Management ♦ Department of Management Services
4050 Esplanade Way ♦ Tallahassee, FL 32399-0950
850.413.8725 ♦ http://www.dms.myflorida.com/agency_administration/human_resources

Contact(s)

Sharon Larson

Director

sharon.larson@dms.myflorida.com

Libby Farmer

Deputy Director

libby.farmer@dms.myflorida.com

HR Architecture ⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	20
Number of Classified Employees (in Dept. & Agencies):	85,460 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	98.46%
Number of Classifications:	194
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics ⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$34,653
Average Benefits Contribution (by state):	\$23,438
Average Age of State Employee (years):	44
Average Length of Service (years):	11
Employee Retirement Eligibility (5 years):	9.47%

HR Information Technology

HRIS:	SAP 4.6C (original go-live date: 8-11/2004)
Online Applicant Tracking System:	Authoria 3.5 (original go-live date: May 3, 2003)

Notes/Issues of Interest

Georgia

State Personnel Administration
West Tower, Room 504 ♦ 2 Martin Luther King, Jr. Dr. SW
Atlanta, GA 30334 ♦ 404.656.2705
<http://www.spa.ga.gov/index.asp>

Contact(s)

Raymond E. "Steve" Stevenson
Commissioner
steve.stevenson@spa.ga.gov

Lee Rudd
Deputy Commissioner
lee.rudd@spa.gov

HR Architecture

HR Director Appointed By: Governor
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 77,934⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility: No
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$37,294
Average Benefits Contribution (by state): \$15,170
Average Age of State Employee (years):
Average Length of Service (years):
Employee Retirement Eligibility (5 years): 49.29

HR Information Technology

HRIS: PeopleSoft
Online Applicant Tracking System:

Notes/Issues of Interest

Guam

Human Resources Division ♦ Department of Administration
P.O. Box 884 ♦ Agana, GU 96932
671.475.1101 ♦ <http://www.hr.doa.guam.gov/>

Contact(s)

Lourdes M. Perez
Director, Dept. of Admin.
doadir@mail.gov.gu

Joseph Manibusan
Deputy Director, Dept. of Admin.
jmanibus@mail.gov.gu

Cecilia G. Martinez
Director, HR Division
cgmartnz@mail.gov.gu

HR Architecture

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies):
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics

Average State Salary (Classified):
Average Benefits Contribution (by state):
Average Age of State Employee (years):
Average Length of Service (years):
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Hawaii

Department of HR Development
235 S. Beretania St., 14th Floor ♦ Honolulu, HI 96813
808.587.1100 ♦ <http://hawaii.gov/hrd>

Contact(s)

Marie Laderta
Director
marie.c.laderta@hawaii.gov

Cindy Inouye
Deputy Director
cindy.s.inouye@hawaii.gov

HR Architecture

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies):
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics

Average State Salary (Classified):
Average Benefits Contribution (by state):
Average Age of State Employee (years):
Average Length of Service (years):
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Idaho

Division of Financial Management/Division of Human Resources
700 W. Jefferson, Room 122 ♦ Boise, ID 83720-0032
208.854.3054 ♦ <http://www.dhr.idaho.gov>

Contact(s)

Judie Wright
Bureau Chief
jwright@dfm.idaho.gov

HR Architecture ⁽²⁰⁰⁷⁾

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 11,777
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics ⁽²⁰⁰⁷⁾

Average State Salary (Classified): \$40,365
Average Benefits Contribution (by state): \$15,394
Average Age of State Employee (years): 46
Average Length of Service (years): 11
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS: PeopleSoft
Online Applicant Tracking System:

Notes/Issues of Interest

Illinois

Bureau of Personnel ♦ Central Management Services
Stratton Building, 401 S. Spring, Room 503 ♦ Springfield, IL 62706-4100
217.524.8773 ♦ <http://www.cms.il.gov>

Contact

Anne McElroy

Deputy Director, Central Management Services
anne.mcelroy@illinois.gov

HR Architecture ⁽²⁰⁰⁷⁾

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 50,438 (FTE)
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics ⁽²⁰⁰⁷⁾

Average State Salary (Classified): \$52,614.36
Average Benefits Contribution (by state):
Average Age of State Employee (years): 46
Average Length of Service (years): 14
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Indiana

State Personnel Department
402 W. Washington St., Room W161 ♦ Indianapolis, IN 46204
317.234.4646 ♦ <http://www.in.gov/spd>

Contact

Dan Hackler
Director
dhackler@spd.in.gov

Jack Borgerding
Deputy Director
jborkerding@spd.in.gov

HR Architecture ⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	112
Number of Classified Employees (in Dept. & Agencies):	17,864 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	0%
Number of Classifications:	981
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics ⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$35,954
Average Benefits Contribution (by state):	\$16,913
Average Age of State Employee (years):	46
Average Length of Service (years):	11
Employee Retirement Eligibility (5 years):	33.03%

HR Information Technology

HRIS:	PeopleSoft 8.9 (Original Go-Live Date: October 1999)
Online Applicant Tracking System:	PeopleSoft eRecruit 8.9 (Original Go Live Date: 2004)

Notes/Issues of Interest

Iowa

Human Resources Enterprise ♦ Department of Administrative Services
Grimes State Office Building, 400 E. 14th St. ♦ Des Moines, IA 50319
515.281.5064 ♦ <http://das.hre.iowa.gov/>

Contact

Nancy Berggren
Chief Operating Officer
nancy.berggren@iowa.gov

HR Architecture

HR Director Appointed By: Agency Head
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies):
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics ⁽²⁰⁰⁷⁾

Average State Salary (Classified): \$47,596.69
Average Benefits Contribution (by state): \$14,046.12
Average Age of State Employee (years):
Average Length of Service (years):
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Kansas

Division of Personnel Services ♦ Department of Administration
Landon State Office Building, 900 SW Jackson, Room 951-S ♦ Topeka, KS 66612-1251
785.296.2541 ♦ <http://www.da.ks.gov/ps/>

Contact

George Vega
Director
george.vega@da.state.ks.us

HR Architecture

HR Director Appointed By: Agency Head
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 19,376 ⁽²⁰⁰⁷⁾
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics ⁽²⁰⁰⁷⁾

Average State Salary (Classified): \$36,398
Average Benefits Contribution (by state): \$6,104
Average Age of State Employee (years): 45
Average Length of Service (years): 12
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Kentucky

Personnel Cabinet
200 Fair Oaks Lane, Suite 516 ♦ Frankfort, KY 40601
502.564.7430 ♦ <http://personnel.ky.gov/>

Contact(s)

Nikki Jackson
Secretary
nikki.jackson@ky.gov

Timothy Longmeyer
Deputy Secretary
timothy.longmeyer@ky.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	224
Number of Classified Employees (in Dept. & Agencies):	27,950 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	0%
Number of Classifications:	1,130
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$37,721
Average Benefits Contribution (by state):	\$7,965
Average Age of State Employee (years):	44
Average Length of Service (years):	9
Employee Retirement Eligibility (5 years):	6.54%

HR Information Technology

HRIS:	SAP Ecc 6.0 (Original Go-Live Date: January 2009; adjusted March 2009)
Online Applicant Tracking System:	Kenexa/BrassRing (Original Go Live Date: November 2007)

Notes/Issues of Interest

Louisiana

Department of State Civil Service
1201 N. Third St. ♦ Baton Rouge, LA 70804-9111
225.342.8273 ♦ www.civilservice.la.gov

Contact(s)

Shannon Templet
Director
shannon.templet@la.gov

Jean Jones
Deputy Director
jean.jones@la.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Personnel Board or Commission
Number of Central HR Employees:	94
Number of Classified Employees (in Dept. & Agencies):	39,892 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	0
Number of Classifications:	1,406
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	Yes

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$43,621
Average Benefits Contribution (by state):	\$15,330
Average Age of State Employee (years):	44
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	31.92%

HR Information Technology

HRIS:	SAP
Online Applicant Tracking System:	NEOGO

Notes/Issues of Interest

Maine

Bureau of Human Resources
#4 State House Station ♦ 220 Capitol St.
Augusta, ME 04330
207.287.6780 ♦ www.maine.gov/bhr

Contact(s)

Alicia Kellogg
Director
alicia.kellogg@maine.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	39
Number of Classified Employees (in Dept. & Agencies):	12,120
Percentage of Unionized Employees:	94.23%
Number of Classifications:	2,478
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$38,868
Average Benefits Contribution (by state):	
Average Age of State Employee (years):	47
Average Length of Service (years):	6
Employee Retirement Eligibility (5 years):	7.63%

HR Information Technology

HRIS:	Custom-developed
Online Applicant Tracking System:	Custom-developed

Notes/Issues of Interest

Maryland

Office of Personnel Services & Benefits
Department of Management & Budget ♦ 301 W. Preston St., Rm. 609
Baltimore, MD 21201
410.767.4715 ♦ www.dbm.md.us

Contact(s)

Cynthia Kollner
Executive Director
ckollner@dbm.state.md.us

HR Architecture ⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	56
Number of Classified Employees (in Dept. & Agencies):	12,120
Percentage of Unionized Employees:	60.09%
Number of Classifications:	1,069
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics ⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$47,490
Average Benefits Contribution (by state):	\$24,237
Average Age of State Employee (years):	46
Average Length of Service (years):	13
Employee Retirement Eligibility (5 years):	19.50%

HR Information Technology

HRIS:
Online Applicant Tracking System: NEOGOV and Sigma

Notes/Issues of Interest

Massachusetts

Human Resources Division
1 Ashburton Place, Rm. 301
Boston, MA 02108
617.878.9705

<http://www.mass.gov/?pageID=hrdhomepage&L=1&Lo=Home&sid=Ehrd>

Contact(s)

Paul Dietl

Chief Human Resources Officer
Paul.d.dietl@massmail.state.ma.us

HR Architecture ⁽²⁰⁰⁹⁾

HR Director Appointed By: Governor
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 28,265
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics ⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$55,783
Average Benefits Contribution (by state): \$15,507
Average Age of State Employee (years): 47
Average Length of Service (years): 15
Employee Retirement Eligibility (5 years): 39.46

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Michigan

Civil Service Commission
400 S. Pine St. ♦ Lansing, MI 48909-7502
517.373.3020 ♦ www.michigan.gov/mdcs

Contact(s)

Jeremy Stephens
State Personnel Director
stephensj5@michigan.gov

Janet McClelland
Deputy State Personnel Director
mcclellandj@michigan.gov

HR Architecture⁽²⁰⁰⁷⁾

HR Director Appointed By:	Personnel Board or Commission
Number of Central HR Employees:	176
Number of Classified Employees (in Dept. & Agencies):	53,480
Percentage of Unionized Employees:	72.35%
Number of Classifications:	1,882
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁷⁾

Average State Salary (Classified):	\$53,369
Average Benefits Contribution (by state):	\$40,261
Average Age of State Employee (years):	46
Average Length of Service (years):	14
Employee Retirement Eligibility (5 years):	30.25%

HR Information Technology

HRIS:	Lawson
Online Applicant Tracking System:	NEOGO

Notes/Issues of Interest

Minnesota

Management & Budget
200 Centennial Building ♦ 658 Cedar St.
St. Paul, MN 55155
651.208.8008 ♦ <http://www.mmb.state.mn.us/>

Contact(s)

Judy Plante
Assistant Commissioner
judy.plante@state.mn.us

HR Architecture⁽²⁰⁰⁹⁾

HR Director Appointed By: Agency Head
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 30,785
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$52,200
Average Benefits Contribution (by state): \$15,660
Average Age of State Employee (years): 47
Average Length of Service (years): 13
Employee Retirement Eligibility (5 years): 21.65%

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Mississippi

State Personnel Board
301 N. Lamar St.
Jackson, MS 39201
601.359.2702 ♦ www.spb.state.ms.us

Contact(s)

Lynn Fitch
Director
lfitch@spb.state.ms.us

Mary McDonald
Deputy Director
mmcdonald@spb.state.ms.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Personnel Board or Commission
Number of Central HR Employees:	
Number of Classified Employees (in Dept. & Agencies):	26,754
Percentage of Unionized Employees:	0
Number of Classifications:	
Healthcare Benefits Responsibility:	
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$32,407
Average Benefits Contribution (by state):	\$11,623
Average Age of State Employee (years):	44
Average Length of Service (years):	10
Employee Retirement Eligibility (5 years):	38.82%

HR Information Technology

HRIS:	Custom-developed
Online Applicant Tracking System:	Custom-developed

Notes/Issues of Interest

Missouri

Division of Personnel • Office of Administration
301 W. High St., Suite 430 • Jefferson City, MO 65102-0388
573-751-4514 • <http://oa.mo.gov/pers/meritsys.htm>

Contact(s)

Chester White

Director

chester.white@oa.mo.gov

HR Architecture⁽²⁰⁰⁷⁾

HR Director Appointed By: Agency Head

Number of Central HR Employees:

Number of Classified Employees (in Dept. & Agencies): 37,121

Percentage of Unionized Employees:

Number of Classifications:

Healthcare Benefits Responsibility:

Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁷⁾

Average State Salary (Classified): \$30,716

Average Benefits Contribution (by state): \$15,208

Average Age of State Employee (years):

Average Length of Service (years):

Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:

Online Applicant Tracking System:

Notes/Issues of Interest

Montana

Division of Human Resources ♦ Department of Administration
P.O. Box 200127 ♦ Helena, MT 59620
406.444.3894 ♦ <http://hr.mt.gov/default.mcp>

Contact(s)

Randy Morris
Special Projects Administrator
ramorris@mt.gov

Peggy Davis
Administrator
pedavis@mt.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	51
Number of Classified Employees (in Dept. & Agencies):	12,403 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	52.95%
Number of Classifications:	395
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$41,947
Average Benefits Contribution (by state):	\$20,072
Average Age of State Employee (years):	47
Average Length of Service (years):	11
Employee Retirement Eligibility (5 years):	77%

HR Information Technology

HRIS:	PeopleSoft
Online Applicant Tracking System:	Planned for 2009

Notes/Issues of Interest

Nebraska

State Personnel Division • Department of Administrative Services
301 Centennial Mall South • Lincoln, NE 68509
409-471-2833 • <http://www.das.state.ne.us/personnel/>

Contact(s)

Mike McCrory
Director
mike.mccrory@nebraska.gov

Andy Russell
Deputy Director
Andy.russell@nebraska.gov

HR Architecture ⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	35
Number of Classified Employees (in Dept. & Agencies):	14,057
Percentage of Unionized Employees:	79.57
Number of Classifications:	1,244
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics ⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$38,889
Average Benefits Contribution (by state):	\$19,055
Average Age of State Employee (years):	46
Average Length of Service (years):	13
Employee Retirement Eligibility (5 years):	45.04%

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Nevada

Department of Personnel
239 E. Musser St #300. ♦Carson City, NV 89710
775.684.0101♦ <http://www.dop.nv.gov>

Contact(s)

Teresa Thienhaus
Director
thienhaus@dop.nv.gov

Peter Long
Chief Personnel Executive
plong@dop.nv.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	
Number of Classified Employees (in Dept. & Agencies):	15,947 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	27.15
Number of Classifications:	1,150
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	Yes

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$50,369
Average Benefits Contribution (by state):	\$17,449
Average Age of State Employee (years):	46
Average Length of Service (years):	9
Employee Retirement Eligibility (5 years):	21.03%

HR Information Technology

HRIS:	Custom-developed; Other (Neats by AERIS, inc.)
Online Applicant Tracking System:	Custom-developed

Notes/Issues of Interest

New Hampshire

Division of Personnel • Department of Administrative Services
25 Capitol St. • Concord, NH 03301
603.271.1420 • <http://admin.state.nh.us/hr/>

Contact(s)

Karen Hutchins
Director
karen.hutchins@nh.gov

Sara Willingham
Manager, Employee Relations
Sara.willingham@nh.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor (and Governor's Executive Council)
Number of Central HR Employees:	27
Number of Classified Employees (in Dept. & Agencies):	10,972 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	71.06
Number of Classifications:	1,248
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$45,367
Average Benefits Contribution (by state):	\$21,254
Average Age of State Employee (years):	49
Average Length of Service (years):	10
Employee Retirement Eligibility (5 years):	6.16%

HR Information Technology

HRIS:	Custom-developed
Online Applicant Tracking System:	NA

Notes/Issues of Interest

New Jersey

Civil Service Commission ♦ Department of Administrative Services

44 S. Clinton Ave. ♦ Trenton, NJ 08625

609.292.4145 ♦ <http://www.state.nj.us/csc/>

Contact(s)

Robert Czech

Commissioner

robert.czech@csc.state.nj.us

Marjorie Schwartz

Deputy Commissioner

marjorie.schwartz@csc.state.nj.us

Warren Barclay

Chief, Research Projects

warren.barclay@csc.state.nj.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor*
Number of Central HR Employees:	337*
Number of Classified Employees (in Dept. & Agencies):	60,747 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	94.21
Number of Classifications:	3,713
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	Yes

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$58,465
Average Benefits Contribution (by state):	\$17,237
Average Age of State Employee (years):	46
Average Length of Service (years):	13
Employee Retirement Eligibility (5 years):	26.11%

HR Information Technology

HRIS:	Custom-developed
Online Applicant Tracking System:	Sigma supplements legacy applicant tracking system; main system custom-designed.

Notes/Issues of Interest

* Under a statute approved in July 2008, the Chair of the Civil Service Commission is appointed by the Governor from member of the Civil Service Commission, whose members are confirmed by the senate. Number of employees significantly reduced in FY 2009.

New Mexico

State Personnel Office
2600 Cerrillos Rd. ♦ Santa Fe, NM 87505-0127
505.476.7751 ♦ <http://www.spo.state.nm.us/>

Contact(s)

Sandra Perez
Director
sandra.perez@state.nm.us

Dominic Garcia
Chief of Staff
dominic.garcia@state.nm.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Personnel Board and Commission
Number of Central HR Employees:	51
Number of Classified Employees (in Dept. & Agencies):	19,878 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	58.36
Number of Classifications:	866
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$42,084
Average Benefits Contribution (by state):	\$26,862
Average Age of State Employee (years):	45
Average Length of Service (years):	9
Employee Retirement Eligibility (5 years):	4.9%

HR Information Technology

HRIS:	PeopleSoft
Online Applicant Tracking System:	NEOGOV

Notes/Issues of Interest

New York

Department of Civil Service
Alfred E. Smith State Office Building ♦ Albany, NY 12239
518.457-3701 ♦ www.cs.state.ny.us

Contact(s)

Nancy Groenwegen

Commissioner
robin.farrell@cs.state.ny.us

Hector Millan

Deputy Commissioner
hector.millan@cs.state.ny.us

Deirdre Taylor

Deputy Commissioner for Administration
deirdre.taylor@cs.state.ny.us

HR Architecture⁽²⁰⁰⁹⁾

HR Director Appointed By: Governor, Commission
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 139,712
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$55,278
Average Benefits Contribution (by state): \$24,256
Average Age of State Employee (years): 48
Average Length of Service (years): 16
Employee Retirement Eligibility (5 years): 18.41%

HR Information Technology

HRIS:

Online Applicant Tracking System:

Notes/Issues of Interest

North Carolina

Office of State Personnel
116 W. Jones St. ♦ Raleigh, NC 27699
919.807.4908 ♦ www.osp.state.nc.us

Contact(s)

Linda Coleman
Director
linda.coleman@ncmail.net

Ann Cobb
Deputy Director
ann.cobb@ncmail.net

HR Architecture⁽²⁰⁰⁹⁾

HR Director Appointed By: Governor
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 70,600
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$41,976
Average Benefits Contribution (by state):
Average Age of State Employee (years): 45
Average Length of Service (years): 11
Employee Retirement Eligibility (5 years): 19.22%

HR Information Technology

HRIS: SAP
Online Applicant Tracking System:

Notes/Issues of Interest

North Dakota

Human Resource Management Services ♦ Office of Management & Budget
600 E. Boulevard Ave., Dept. 113 ♦ Bismarck, ND 58505-0120
701.328.4739 ♦ www.nd.gov/hrms

Contact(s)

Laurie Sterioti-Hammeren
Director
lhammeren@state.nd.us

Ken Purdy
Compensation Manager
kpurdy@state.nd.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	10
Number of Classified Employees (in Dept. & Agencies):	6,639
Percentage of Unionized Employees:	0
Number of Classifications:	920
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$39,624
Average Benefits Contribution (by state):	\$21,000
Average Age of State Employee (years):	46
Average Length of Service (years):	13
Employee Retirement Eligibility (5 years):	28.53%

HR Information Technology

HRIS:	PeopleSoft
Online Applicant Tracking System:	NA

Notes/Issues of Interest

Ohio

Human Resources Division ♦ Department of Administrative Services
100 E. Broad St., 15th Floor ♦ Columbus, OH 43215
614.466.3455 ♦ <http://das.ohio.gov/hrd>

Contact(s)

Brenda Gerhardstein

Deputy Director, Dept. of Admin. Svcs.
Brenda.gerhardstein@das.state.oh.us

HR Architecture⁽²⁰⁰⁷⁾

HR Director Appointed By: Agency Head
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 50,483⁽²⁰⁰⁷⁾
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁷⁾

Average State Salary (Classified): \$63,502
Average Benefits Contribution (by state): \$19,050
Average Age of State Employee (years): 45
Average Length of Service (years): 13
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:

Online Applicant Tracking System:

Notes/Issues of Interest

Oklahoma

Office of Personnel Management ♦ Human Resources & Administration
2101 N. Lincoln Blvd, Rm. G-80 ♦ Oklahoma City, OK 73105
405.521.6301 ♦ www.ok.gov/opm

Contact(s)

Oscar B. Jackson, Jr., IPMA-CP
Administrator & Cabinet Secretary
oscar.jackson@opm.ok.gov

Hank Batty, IPMA-CP
Deputy Administrator
hank.batty@opm.ok.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	62
Number of Classified Employees (in Dept. & Agencies):	27,317 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	0
Number of Classifications:	337
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$34,992
Average Benefits Contribution (by state):	\$19,361
Average Age of State Employee (years):	46
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	34.51%

HR Information Technology

HRIS:	PeopleSoft v. 8
Online Applicant Tracking System:	JopAps

Notes/Issues of Interest

Oregon

Human Resource Services Division ♦ Department of Administrative Services
155 Cottage St., NE ♦ Salem, OR 97310
503.378.3020 ♦ www.oregon.gov/DAS

Contact(s)

Diana Foster
Administrator
diana.foster@state.or.us

Denise Hall
Manager, HR Audit Program & Personnel
denise.l.hall@state.or.us

HR Architecture

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	60
Number of Classified Employees (in Dept. & Agencies):	32,288
Percentage of Unionized Employees:	83.01
Number of Classifications:	723
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics

Average State Salary (Classified):	\$45,420
Average Benefits Contribution (by state):	\$7,607.85
Average Age of State Employee (years):	46
Average Length of Service (years):	10
Employee Retirement Eligibility (5 years):	19.78%

HR Information Technology

HRIS:	Custom-developed (COBOL)
Online Applicant Tracking System:	NA

Notes/Issues of Interest

Pennsylvania

Human Resources and Management ♦ Governor's Office of Administration

517 Finance Bldg. ♦ Harrisburg, PA 17110

717.787.5545

http://www.portal.state.pa.us/portal/server.pt/community/human_resources_and_management/404

Contact(s)

James Honchar

Deputy Secretary

jhonchar@state.pa.us

Kimberly Helton

Director, Bureau of Wkfc. Planning & Dev.

khelton@state.pa.us

HR Architecture(2009)

HR Director Appointed By:

Number of Central HR Employees:

Number of Classified Employees (in Dept. & Agencies): 57,516

Percentage of Unionized Employees:

Number of Classifications:

Healthcare Benefits Responsibility:

Higher Education Responsibility:

HR Demographics(2009)

Average State Salary (Classified): \$46,392

Average Benefits Contribution (by state): \$23,612

Average Age of State Employee: 46

Average Length of Service (years): 12

Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS: SAP

Online Applicant Tracking System:

Notes/Issues of Interest

Rhode Island

Office of Personnel Administration
1 Capitol Hill ♦ Providence, RI 02908-5860
401.222.2160 ♦ www.hr.ri.gov

Contact(s)

Steve Johnston
Executive Director – HR
sjohnston@mail.state.ri.us

Anthony Bucci
Personnel Administrator
anthonyb@hr.ri.gov

HR Architecture⁽²⁰⁰⁹⁾

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies): 8,664
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$47,053
Average Benefits Contribution (by state):
Average Age of State Employee (years): 49
Average Length of Service (years): 15
Employee Retirement Eligibility (5 years): 37.74%

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

South Carolina

Office of Human Resources ♦ Budget & Control Board
The Capitol Complex ♦ 1201 Main St., Suite 800
Columbia, SC 29201
803.737.0905 ♦ www.ohr.sc.gov

Contact(s)

Samuel L. Wilkins, IPMA-CP
Director
swilkins@ohr.sc.gov

Joye Lang
Assistant Director
jlang@ohr.sc.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Budget & Control Board Director
Number of Central HR Employees:	32
Number of Classified Employees (in Dept. & Agencies):	40,015 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	0
Number of Classifications:	555
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	Yes

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$36,240
Average Benefits Contribution (by state):	\$10,147
Average Age of State Employee (years):	45
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	15.93% ⁽²⁰⁰⁸⁾

HR Information Technology

HRIS:	Custom-developed; SAP October 2009
Online Applicant Tracking System:	NEOGO

Notes/Issues of Interest

South Dakota

Bureau of Personnel
500 E. Capitol Ave. ♦ Pierre, SD 57501
605.773.4918 ♦ www.bop.sd.gov

Contact(s)

Sandra Jorgensen
Director
sandy.jorgensen@state.sd.us

HR Architecture

HR Director Appointed By:
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies):
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics

Average State Salary (Classified):
Average Benefits Contribution (by state):
Average Age of State Employee (years):
Average Length of Service (years):
Employee Retirement Eligibility (5 years):

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Tennessee

Department of Human Resources
505 Deaderick St. ♦ James K. Polk Bldg., 2nd Floor
Nashville, TN 37243
615.741.2958 ♦ www.tennessee.gov/dohr

Contact(s)

Deborah Story
Commissioner
deborah.story@state.tn.us

S. Kae Carpenter
Deputy Commissioner and General Counsel
Kae.carpenter@state.tn.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	110
Number of Classified Employees (in Dept. & Agencies):	36,348 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	.95% (Brushy Mountain Correctional Complex only)
Number of Classifications:	1,407
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$35,064
Average Benefits Contribution (by state):	\$NA
Average Age of State Employee (years):	49
Average Length of Service (years):	13
Employee Retirement Eligibility (5 years):	36.18%

HR Information Technology

HRIS:	PeopleSoft
Online Applicant Tracking System:	NEOGOV

Notes/Issues of Interest

Utah

Department of Human Resource Management
2120 State Office Building ♦ Salt Lake City, UT 84114-1531
801.538.3403 ♦ www.dhrm.utah.gov

Contact(s)

Jeff C. Herring, JD, MBA, SPHR
Executive Director
jherring@utah.gov

Jean Mills-Barber
Deputy Director
jeanmills@utah.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	180
Number of Classified Employees (in Dept. & Agencies):	16,238 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	0
Number of Classifications:	749
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$42,553
Average Benefits Contribution (by state):	\$28,271
Average Age of State Employee (years):	44
Average Length of Service (years):	11
Employee Retirement Eligibility (5 years):	29.01%

HR Information Technology

HRIS:	Custom-developed
Online Applicant Tracking System:	Custom-developed

Notes/Issues of Interest

Vermont

Department of Human Resources
110 State St. ♦ Montpelier, VT 802.828.3491
<http://humanresources.vermont.gov/>

Contact(s)

Harold Schwartz
Commissioner
harold.schwartz@state.vt.us

Kate Duffy
Deputy Commissioner
kate.duffy@state.vt.us

HR Architecture⁽²⁰⁰⁹⁾

HR Director Appointed By: Governor
Number of Central HR Employees:
Number of Classified Employees (in Dept. & Agencies):
Percentage of Unionized Employees:
Number of Classifications:
Healthcare Benefits Responsibility:
Higher Education Responsibility:

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified): \$49,009
Average Benefits Contribution (by state): \$18,789
Average Age of State Employee (years): 47
Average Length of Service (years): 13
Employee Retirement Eligibility (5 years): 28.89

HR Information Technology

HRIS:
Online Applicant Tracking System:

Notes/Issues of Interest

Virginia

Department of Human Resource Management
101 N. 14th St., 12th Floor ♦ Richmond, VA
804.225.2237 ♦ www.dhrm.virginia.gov

Contact(s)

Sara Redding Wilson

Director

sara.wilson@dhrm.virginia.gov

HR Architecture ⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	80
Number of Classified Employees (in Dept. & Agencies):	53,666
Percentage of Unionized Employees:	0
Number of Classifications:	282
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	Yes (classified employees only)

HR Demographics ⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$42,838
Average Benefits Contribution (by state):	\$19,091
Average Age of State Employee (years):	46
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	23.6%

HR Information Technology

HRIS:	Custom
Online Applicant Tracking System:	PeopleAdmin

Notes/Issues of Interest

Washington

Department of Personnel
521 Capitol Way South ♦ Olympia WA
360.664.6350 ♦ www.dop.wa.gov

Contact(s)

Eva Santos
Director
evas@dop.wa.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	228
Number of Classified Employees (in Dept. & Agencies):	61,642 ⁽²⁰⁰⁹⁾
Percentage of Unionized Employees:	79.09
Number of Classifications:	1,675
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	Yes

HR Demographics

Average State Salary (Classified):	\$52,695
Average Benefits Contribution (by state):	\$22,132
Average Age of State Employee (years):	46
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	NA

HR Information Technology

HRIS:	SAP
Online Applicant Tracking System:	NEOGOV

Notes/Issues of Interest

West Virginia

Division of Personnel ♦ Department of Administration
1900 Kanawha Blvd. East ♦ Charleston, WV
304.558.3950♦ www.state.wv.us/admin/personnel

Contact(s)

Sara Walker
Director
sara.p.walker@wv.gov

Tari Crouse
Assistant Director
tari.m.crouse@wv.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	55
Number of Classified Employees (in Dept. & Agencies):	18,061
Percentage of Unionized Employees:	21 (State Police, Corrections, Highways)
Number of Classifications:	1,230 (740 in use)
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$32,160
Average Benefits Contribution (by state):	\$10,083
Average Age of State Employee (years):	46
Average Length of Service (years):	12
Employee Retirement Eligibility (5 years):	10.47%

HR Information Technology

HRIS:	PeopleSoft
Online Applicant Tracking System:	NEOGOV

Notes/Issues of Interest

Wisconsin

Office of State Employment Relations
101 E. Wilson St. ♦ Madison, WI
608.266.9820 ♦ www.oser.state.wi.us

Contact(s)

Sheila Conroy
Director
Sheila.conroy@wisconsin.gov

Yer Vang
Executive Assistant
yer.vang@wisconsin.gov

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Governor
Number of Central HR Employees:	46
Number of Classified Employees (in Dept. & Agencies):	30,150
Percentage of Unionized Employees:	84.71
Number of Classifications:	1,369
Healthcare Benefits Responsibility:	No
Higher Education Responsibility:	Yes

HR Demographics⁽²⁰⁰⁹⁾

Average State Salary (Classified):	\$48,990
Average Benefits Contribution (by state):	\$22,895
Average Age of State Employee (years):	46
Average Length of Service (years):	14
Employee Retirement Eligibility (5 years):	22.30

HR Information Technology

HRIS:	Custom-developed
Online Applicant Tracking System:	Custom developed

Notes/Issues of Interest

Wyoming

Human Resources Division ♦ Administration and Information
Emerson Building ♦ 2001 Capitol Ave.
Cheyenne, WY 82002-0060
608.266.9820♦ www.personnel.state.wy.us

Contact(s)

Dean Fausset
Administrator
dfauss@state.wy.us

Kate Selby
Classification & Compensation Manager
kselby@state.wy.us

HR Architecture⁽²⁰⁰⁸⁾

HR Director Appointed By:	Agency Head
Number of Central HR Employees:	29
Number of Classified Employees (in Dept. & Agencies):	8.261
Percentage of Unionized Employees:	0
Number of Classifications:	435
Healthcare Benefits Responsibility:	Yes
Higher Education Responsibility:	No

HR Demographics⁽²⁰⁰⁸⁾

Average State Salary (Classified):	\$45,414
Average Benefits Contribution (by state):	\$9,699
Average Age of State Employee(years):	46
Average Length of Service (years):	11
Employee Retirement Eligibility (5 years):	28.59%

HR Information Technology

HRIS:	Other*
Online Applicant Tracking System:	Custom-developed

Notes/Issues of Interest

*State payroll is HR Advantage, WYDOT has PeopleSoft, Central HR & agencies use standalone systems.