

STATE OF MONTANA

Employee Profile

JANUARY 2012



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Chris Kenison of [Chris Kenison Photography](#) contributed the "Looking Up" Capitol Rotunda photo for the front cover. Chris is a state employee with Montana State Fund.

OFFICE OF THE GOVERNOR
STATE OF MONTANA

BRIAN SCHWEITZER
GOVERNOR



JOHN BOHLINGER
LT. GOVERNOR

January 2012

Montana's state employees are critical to the success of our state as a whole. They provide for public safety, protect and conserve our natural resources, manage and deliver critical health and human services, ensure the infrastructure of our great state is solid and sustainable and support economic stability for our families and communities. I am proud to include myself in the ranks of Montana state employees and am pleased to introduce this year's Employee Profile.

The Employee Profile provides workforce demographics, benefits, diversity, and other useful information about state employees in the executive branch. I rely on the State of Montana's workers to ensure state government is managed in a fiscally prudent manner. Any effort I make to improve the efficiency and effectiveness of state government depends on these hardworking state workers in every Montana county.

I hope you find the Employee Profile of value. We encourage you to pass along any questions or ideas to improve this document to the State Human Resources Division of the Department of Administration at 444-3871.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. Schweitzer".

BRIAN SCHWEITZER
Governor

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Introduction

The State Human Resources Division publishes the “Employee Profile” annually. The profile reports information on the executive branch workforce excluding elected officials and their exempt personal staff, university system employees, and employees of the Montana State Fund.

Montana state government’s ability to meet its vision, mission, and goals depends on the quality of its workforce. The State Human Resources Division, Department of Administration, functions to assist the State of Montana in becoming an “employer of choice,” a competitive recruiter and long-term employer of successful employees.

An in-depth look at the executive branch workforce is included. The 2010 and 2011 annual data referenced is from November 1, 2009 to November 1, 2010 and from November 1, 2010 to November 1, 2011 respectively. The report includes information on employee demographics, benefits, leave use and accrual, and compensation. We also provided diversity statistics and information about state government’s organized workers.

The report is organized into chapters. Each chapter includes a summary of the information contained in the detailed reports, charts, and graphs that follow.

For additional information or questions concerning this report, please contact Linda Davis at (406) 444-3796, e-mail ldavis@mt.gov, or Carol Schopfer (406) 444-3852, email CSchopfer2@mt.gov, or mail to:

Department of Administration
State Human Resources Division
P.O. Box 200127
Helena, MT 59620-0127

Chapter 1 – Executive Branch Employees

There were **11,516** regular full-time and part-time employees in the executive branch on November 1, 2011. This is a decrease of 97 employees from last year.

The average employee is **48 years old**, has worked for state government **12 years**, and earns **\$42,483** annually. The average age has increased slightly while the years of service have remained relatively the same over the past four years. The average annual salary increased by \$58 from 2010.

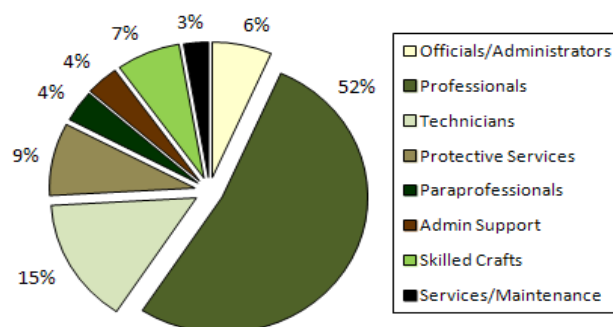
Over half of the employees hold positions requiring a bachelor's degree or equivalent education and experience.¹ In contrast, only about 17 percent of Montana's jobs require a bachelor's degree or higher level of education.²

Occupational Groups

Figure 1 illustrates the breakdown of the executive branch workforce by occupational group. Professional-level positions once again constitute the largest occupational group, representing 52 percent of the workforce. This group represents positions requiring a minimum of a college degree or equivalent education and experience.

Professionals, technicians, and protective services combined represent 76 percent of the work force. The remaining 24 percent of the workforce is composed of skilled crafts, officials and administrators, administrative support, paraprofessionals, and service and maintenance workers.

Figure 1
Percent of Employees by Occupation
November 1, 2011



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

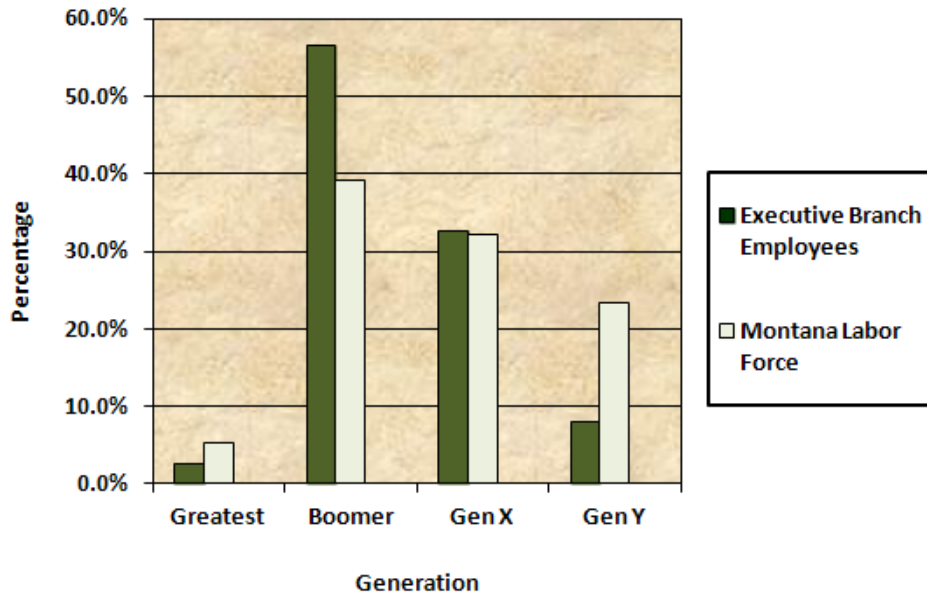
¹ Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

² Department of Labor and Industry, Research and Analysis Bureau.

Generational Makeup

The generational makeup of the executive branch continues to remain concentrated in the baby boomer generation (46-64 years of age) and generation X (30-45 years of age) at 56.6 percent and 32.6 percent respectively. Generation Y (18-29 years of age) represents 8.1 percent of state government's workforce. In contrast, 23.4 percent of Montana's labor force is generation Y. Figure 2 illustrates the comparison between the executive branch and the Montana labor force. Appendix C contains a historical look of employees by age group.

Figure 2
Generations of Executive Branch Employees
Compared to the Montana Labor Force
November 1, 2011

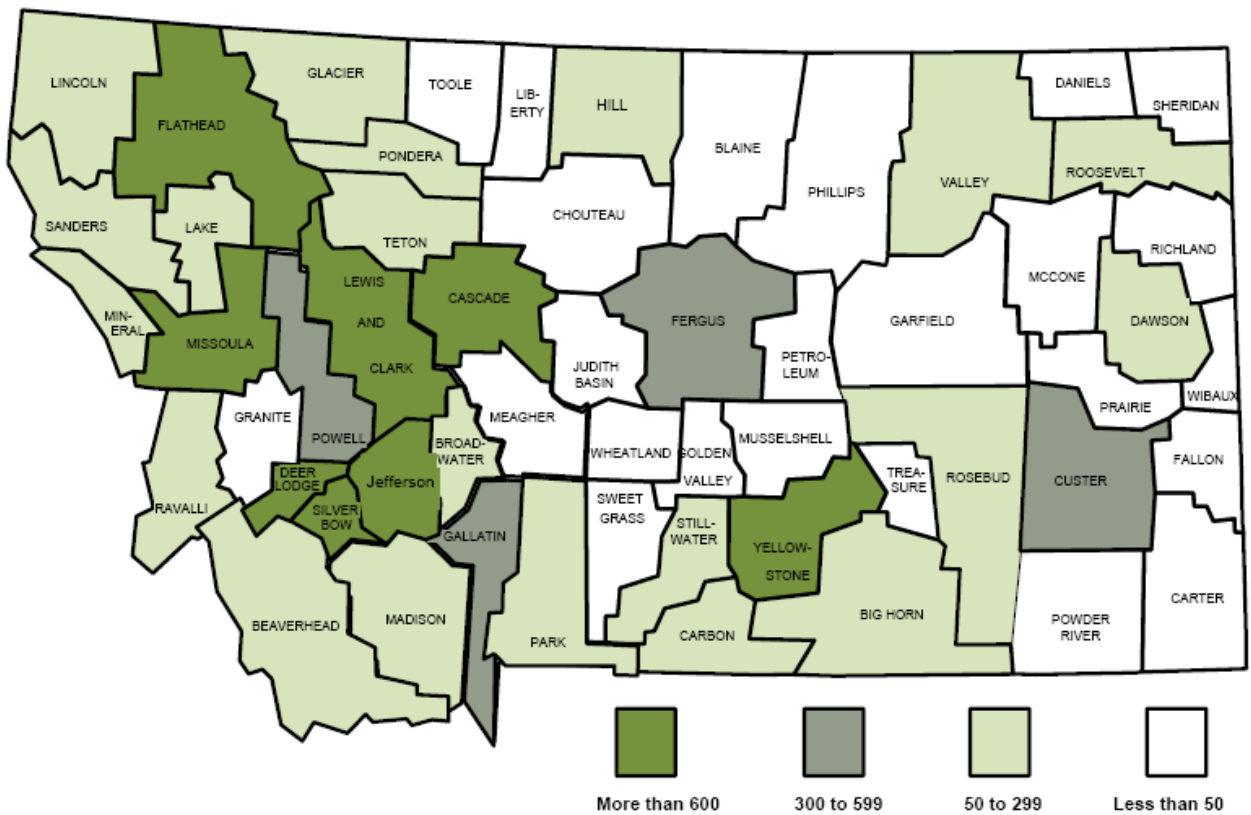


Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Counties of Residence

Executive branch employees work and live in every county of Montana. The largest representation is in Lewis and Clark County with 5,285 employees, which is about one-third of the 15,948 total wage earners. Figure 3 displays the number of employees who live in each county. Figure 4 shows the current number of employees and the total payroll dollars for each county from November 1, 2010 to November 1, 2011.

Figure 3
Executive Branch Employees by County of Residence
November 1, 2010 to November 1, 2011



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Figure 4
Annual Payroll for Executive Branch Employees
by County of Residence
November 1, 2010 to November 1, 2011

County	Resident Employees	Annual Payroll	County	Resident Employees	Annual Payroll
Beaverhead	175	\$4,358,179	McCone	15	\$545,028
Big Horn	61	\$2,075,337	Meagher	22	\$644,334
Blaine	36	\$1,116,927	Mineral	65	\$2,621,700
Broadwater	153	\$5,902,019	Missoula	936	\$31,936,505
Carbon	74	\$2,149,062	Musselshell	33	\$1,296,225
Carter	4	\$65,442	Park	106	\$3,238,992
Cascade	818	\$28,777,232	Petroleum	5	\$106,848
Chouteau	36	\$953,491	Phillips	20	\$593,505
Custer	367	\$12,678,775	Pondera	60	\$2,275,156
Daniels	14	\$432,747	Powder River	18	\$578,536
Dawson	138	\$5,281,495	Powell	560	\$18,750,576
Deer Lodge	894	\$25,304,451	Prairie	14	\$477,689
Fallon	19	\$625,881	Ravalli	266	\$7,776,501
Fergus	367	\$9,593,370	Richland	42	\$1,378,652
Flathead	836	\$26,748,489	Roosevelt	90	\$3,401,699
Gallatin	552	\$16,880,056	Rosebud	57	\$1,599,648
Garfield	20	\$421,036	Sanders	98	\$2,774,168
Glacier	80	\$2,395,188	Sheridan	26	\$815,776
Golden Valley	12	\$422,242	Silver Bow	802	\$29,048,143
Granite	40	\$1,540,252	Stillwater	69	\$1,755,763
Hill	118	\$4,181,601	Sweet Grass	28	\$1,194,548
Jefferson	857	\$34,564,815	Teton	54	\$1,711,830
Judith Basin	25	\$791,492	Toole	34	\$1,500,832
Lake	191	\$5,058,018	Treasure	14	\$376,611
Lewis and Clark	5,285	\$238,380,713	Valley	114	\$4,399,478
Liberty	9	\$259,808	Wheatland	10	\$466,546
Lincoln	138	\$4,419,492	Wibaux	8	\$396,572
Madison	86	\$2,553,002	Yellowstone	977	\$35,496,163



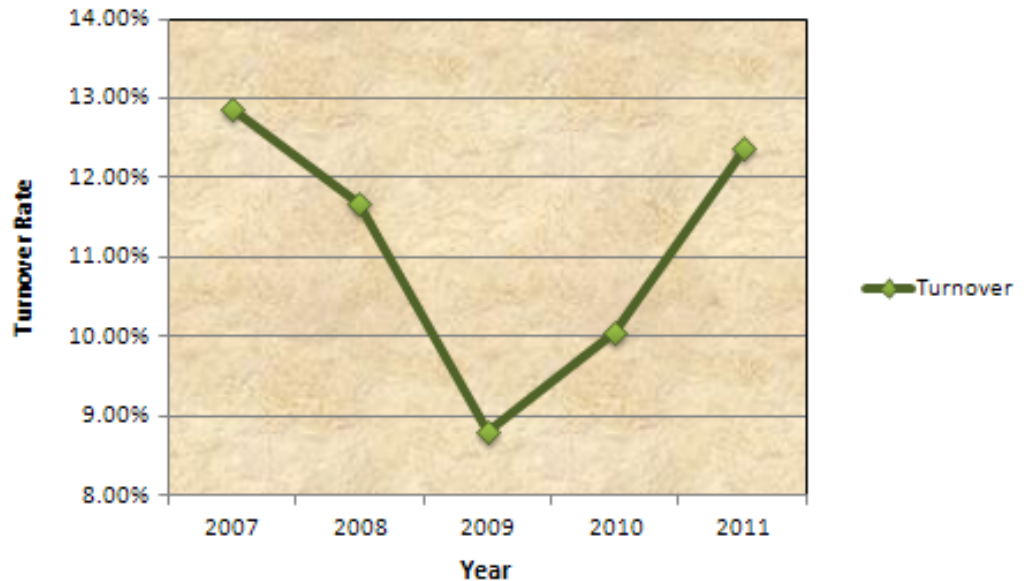
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Employee Turnover Rate

The turnover rate is the number of employees who terminated divided by the current executive branch workforce. Transfers to other agencies are no longer included in the statewide turnover rate. For detailed turnover data by agency including transfers, see Appendix C.

Employee turnover for 2011 increased by about two percent from 10.06 percent in 2010 to 12.36 percent in 2011. Figure 5 illustrates turnover data.

**Figure 5
Turnover Rate
by Year**

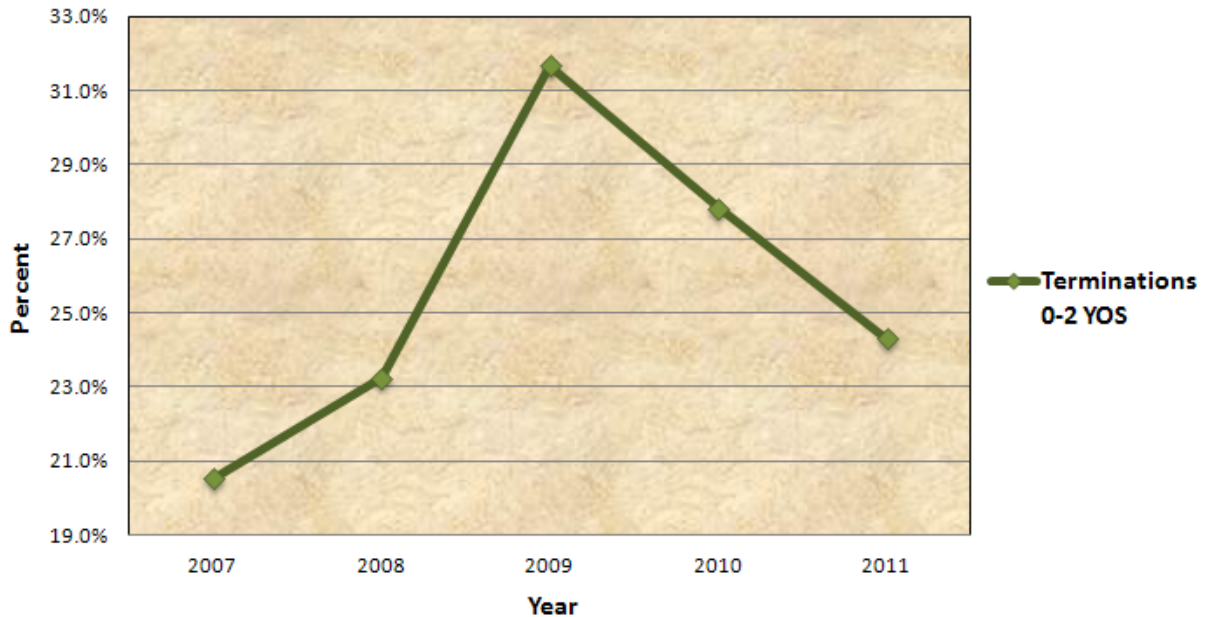


Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Terminations

The number of employees leaving state government with less than two years of service decreased to 24.3 percent, peaking at above 31 percent in 2009. Figure 6 illustrates terminations within the first two years of service for the past five years. Retirees leaving state government have increased from 365 in 2010 to 433 in 2011. Figure 7 shows an 18.6 percent increase from 2010. Figures 8 and 9 illustrate termination and retirement data for the past five years. Agency specific information can be found in Appendix C.

Figure 6
Terminations with 0-2 Years of Service (YOS)
by Year



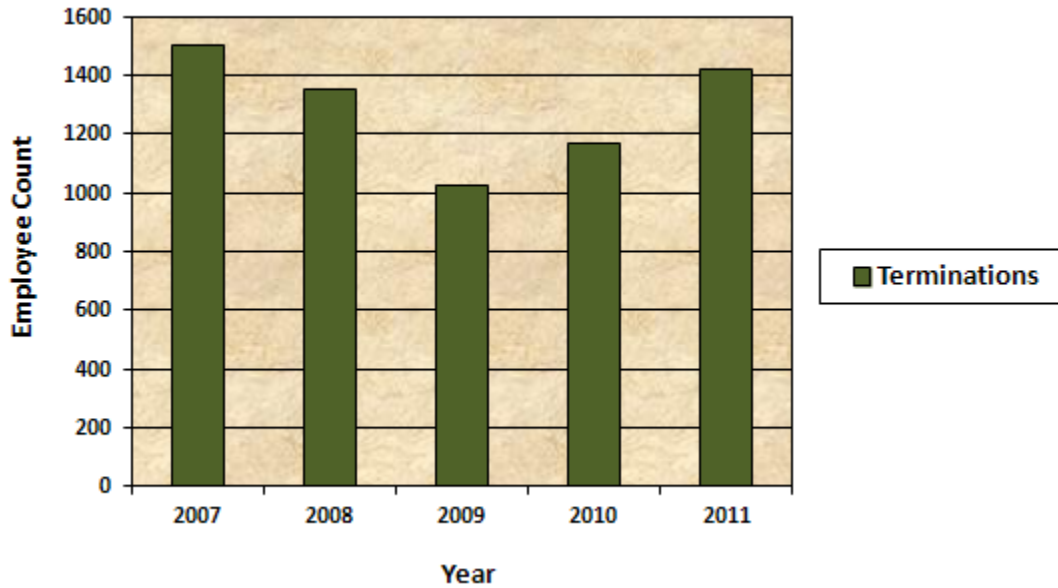
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Figure 7
Total Retirees
by Year

Year	Retirees	Percent Change From Last Year
2009 (Nov)	295	-6.1%
2010 (Nov)	365	23.7%
2011 (Nov)	433	18.6%

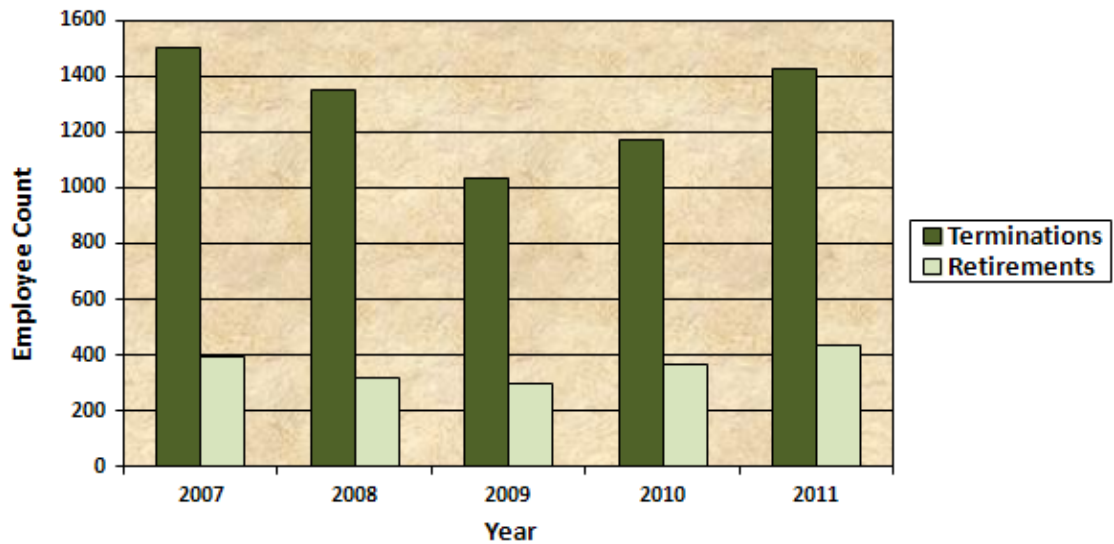
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Figure 8
Total Terminations
by Year**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Figure 9
Total Terminations and Retirements
by Year**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Agency Transfers

This year, State Human Resources Division conducted phone interviews to gather information on why employees transfer between agencies. We spoke to 88 permanent employees who transferred between executive branch agencies in 2011.

Respondents' reasons for transferring generally fell into one of two categories which were lack of advancement opportunities or problems with management.

Slightly more than 34 percent of respondents cited problems related to management as their reason for transferring. Respondents cited various examples of poor management, including failure to address problems and difficult coworkers, pressure to take on high workloads, lack of support and trust, and poor treatment.

Approximately 24 percent cited lack of advancement opportunities as their reason for transferring. They left to advance their careers and pursue more challenging work opportunities.

A small percentage of respondents addressed pay when describing their reasons for transferring. Less than 10 percent of respondents indicated they transferred solely for higher pay. Approximately five percent of respondents indicated they transferred to lower paying positions to escape difficult working conditions.

The number of employees transferring between agencies is very low. Less than one percent of the total workforce transferred from one state agency to another in 2011. See figure 10.

Figure 10
Transfers Between Executive Branch Agencies
November 1, 2010 to November 1, 2011

Agency	Transfers To	Transfers From	NET Gain/Loss
Administration	23	20	3
Agriculture	2	2	0
Board of Public Education	1	0	1
Commerce	8	9	-1
Department of Corrections	12	11	1
Environmental Quality	11	4	7
Fish, Wildlife, & Parks	2	8	-6
Governor's Office	2	4	-2
Justice	20	7	13
Labor & Industry	11	14	-3
Livestock	1	1	0
Military Affairs	3	0	3
Montana Arts Council	0	0	0
Montana Historical Society	2	1	1
Montana State Library	6	0	6
Natural Resources & Conservation	6	1	5
Office of Public Instruction	8	8	0
Office of the Public Defender	6	2	4
Political Practices	0	0	0
Public Health & Human Services	12	25	-13
Public Service Commission	3	1	2
Revenue	5	7	-2
School for Deaf and Blind	0	0	0
Secretary of State	1	0	1
State Auditor	2	0	2
Transportation	7	1	6

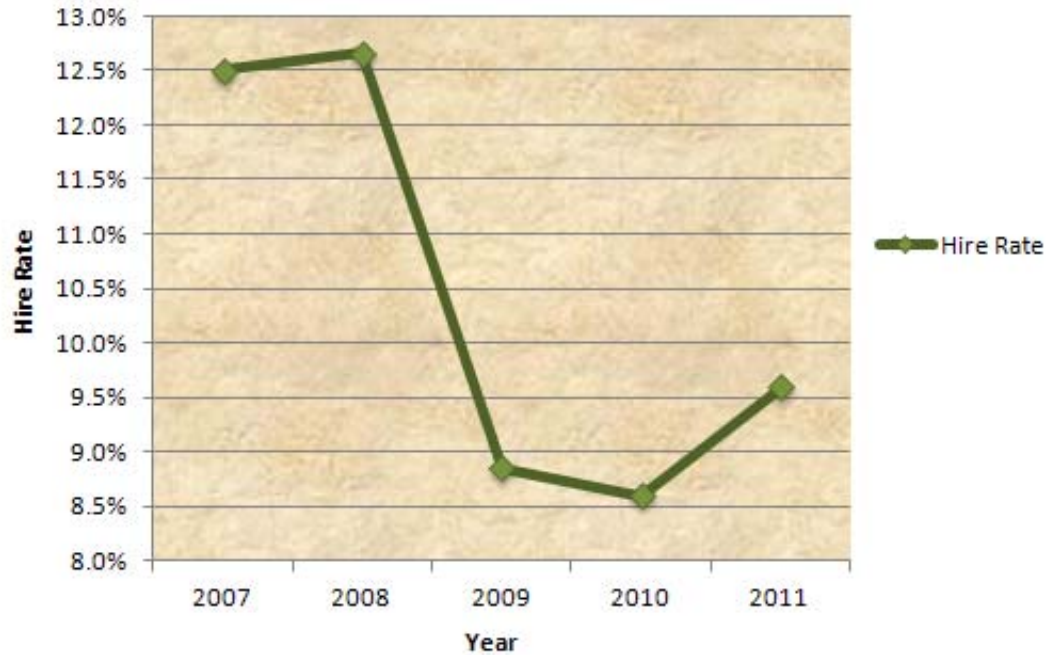
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Hire Rates

The total hire rate includes all employees hired or rehired in the year by executive branch agencies, divided by the total workforce. It does not include transfers from other agencies. Agency-specific information can be found in Appendix C. Appendix C includes hires, rehires and transfers from another agency.

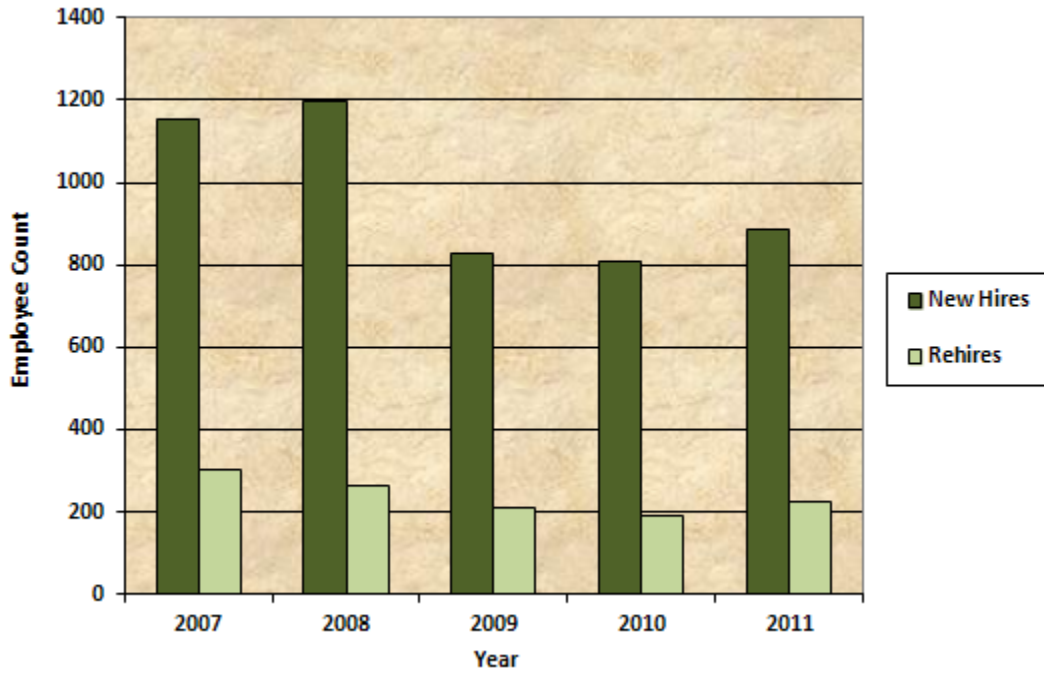
The total hire rate for 2011 was 9.6 percent. This is a one percent increase from 2010. Figures 11 and 12 illustrate the hire rate and the total number of hires and rehires for the past few calendar years.

Figure 11
Hire Rate by Year



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Figure 12
New Hires and Rehires
by Year



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Online Employment System

The State of Montana Employment Information website <http://mt.gov/statejobs/> is one of the most frequently visited websites in Montana state government. Figure 13 shows the average application pool for job listings with closing dates in 2011. The average application pool contains 22 applications.

Figure 13
Average Applicant Pool by Agency
As of December 19, 2011

Agency	Job Listings	Job Applications	Application Pool Average
Administration	104	2,458	24
Agriculture	33	549	17
Board of Public Education	1	57	57
Commerce	43	906	21
Corrections	147	3,907	27
Environmental Quality	77	1,418	18
Fish, Wildlife and Parks	80	2,336	29
Governor's Office	3	112	37
Justice	71	2,785	39
Justice - Board of Crime Control	1	37	37
Labor and Industry	131	2,900	22
Livestock	13	242	19
Military Affairs	38	614	16
Montana Arts Council	2	53	27
Montana Historical Society	8	288	36
Montana State Library	4	77	19
Natural Resources and Conservation	94	2,247	24
Office of Public Instruction	40	467	12
Office of State Public Defender	30	691	23
Public Health and Human Services	366	6,223	17
Public Service Commission	5	72	14
Revenue	156	4,654	30
School for the Deaf and Blind	9	127	14
Secretary of State	5	167	33
State Auditor	12	242	20
Transportation	291	4,492	15
State of Montana	1,830	39,753	22

Source: Department of Administration, State Human Resources Division, Online Employment System

Recruitment and Retention Forecast

The Montana Department of Labor and Industry predicts that roughly 4,450 more Montana jobs will be created annually between 2010 and 2020, with slower growth in 2012 and faster growth in later years. In total, roughly 44,500 jobs will be created between 2010 and 2020. About 80 percent of those jobs will be in the service sector.³ Examples of service occupations include:

- administrative workers
- maintenance workers
- health care/social service workers
- lawyers
- computer services
- education workers

The aging of Montana's workforce is expected to cause significant tightening of Montana's labor force. The U.S. Census Bureau's population projections indicate that the working age population in Montana (ages 18-65) will start to decrease beginning in 2013, leaving businesses with fewer candidates for job openings. The higher unemployment and delayed retirements caused by the 2007 recession has reduced the urgency posed by the changing demographics of Montana's workforce. However, as our economy recovers, Montana's older workers will be leaving the workforce. Agency managers need to plan for the loss of the knowledge and experience held by these workers and for the potential of a tight labor market in the future.

³Department of Labor and Industry, Research and Analysis Bureau.

Chapter 2 – Montana’s Executive Branch Employee Pay

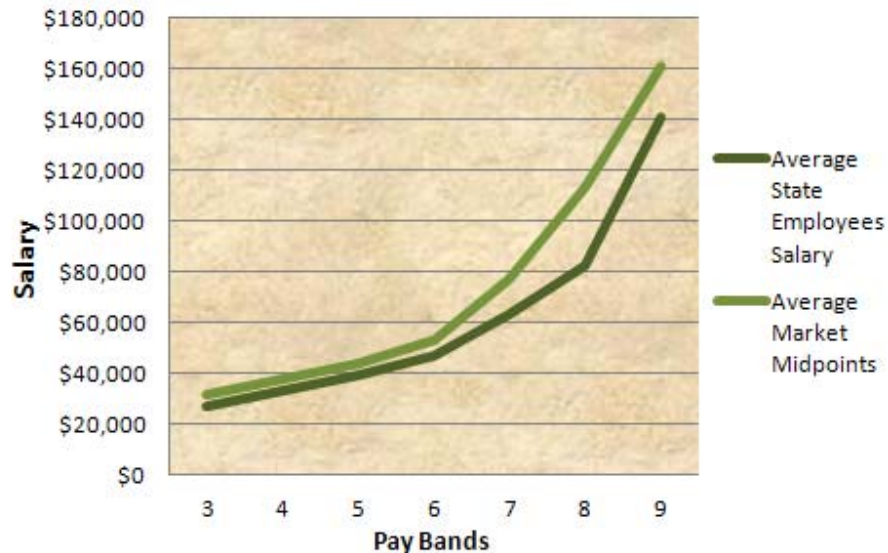
This chapter covers the two primary pay plans in the executive branch; the broadband pay plan and the blue-collar pay plan. There are 10,858 employees covered under the broadband pay plan. The blue-collar pay plan covers 658 employees.

Active Pay Plans for Executive Branch Employees

The Broadband Pay Plan - The broadband pay plan became the primary pay plan July 1, 2007. It is an enterprise-wide plan allowing state agencies flexibility to develop their own pay plan rules within broad statutory and policy parameters and within authorized funding levels. Employees in this plan earned an average annual base salary of \$42,710 in 2011. This is a \$66 increase from the average annual base salary of \$42,644 in 2010.

Figure 14 illustrates the difference in salary between actual state employee salaries and market midpoints. Pay bands eight and nine (where salaries are larger than \$80,000) lag the farthest behind the market midpoint. Figure 15 depicts the data for each pay band. Figure 16 shows a comparison of Montana state employee by gender.

Figure 14
Market Midpoints compared to
Actual Pay Rates by Pay Band



Source: 2010 Market Analysis conducted by the Human Resources Policy and Programs (HRPP) Bureau, State Human Resources Division

Figure 15
Average State Employee Base Salary
Compared to the Average Market Salary
by Pay Band

Band	Number of Employees	Average State Employees Salary	Average Market Midpoints	Amount Below Market	Percent Below Market
1	5	\$19,926	\$21,895	\$1,969	8.99%
2	336	\$21,522	\$24,524	\$3,002	12.24%
3	1,854	\$26,984	\$31,437	\$4,453	14.17%
4	1,234	\$33,155	\$37,941	\$4,786	12.62%
5	2,416	\$39,372	\$44,057	\$4,685	10.63%
6	3,343	\$47,298	\$53,254	\$5,956	11.18%
7	1,419	\$63,243	\$77,217	\$13,974	18.10%
8	221	\$82,607	\$113,468	\$30,861	27.20%
9	30	\$141,264	\$161,090	\$19,826	12.31%

Source: 2010 Market Analysis conducted by the Human Resources Policy and Programs (HRPP) Bureau, State Human Resources Division

Figure 16
Average State Employee Base Salary
Average Gender Salary Comparison

Band	Employees		Women		Men	
	Total	Average Salary	Total	Average Salary	Total	Average Salary
1	5	\$19,926	2	\$18,512	3	\$20,869
2	336	\$21,522	244	\$21,203	92	\$22,369
3	1,854	\$26,984	1,192	\$26,098	662	\$28,580
4	1,234	\$33,155	737	\$32,539	497	\$34,068
5	2,416	\$39,372	1,178	\$36,018	1,238	\$42,563
6	3,343	\$47,298	1,790	\$45,112	1,553	\$49,817
7	1,419	\$63,243	508	\$61,727	911	\$64,089
8	221	\$82,607	81	\$80,859	140	\$83,619
9	30	\$141,264	6	\$129,941	24	\$144,095

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

The Blue-Collar Pay Plan - The blue-collar pay plan is a single rate plan for 658 skilled trade and craft positions (heavy equipment operators, laborers, carpenters, painters, etc.) in collective bargaining units. All aspects of the plan are determined through collective bargaining. The plan consists of 14 grades (no steps), each with a corresponding hourly wage. Employees advance to higher grades by successfully bidding for jobs, or completing experiential and testing steps in a career ladder. The plan was approved by the legislature in 1979. In 2011, the average full-time employee covered under the blue-collar plan received a base annual income of \$38,728.

Longevity

Eligible employees covered under the two pay plans receive a longevity allowance defined under 2-18-304, MCA. State law provides for longevity increments of 1.5 to 2 percent of the employee's base salary for each continuous five years of state service. Figure 17 shows longevity pay increments outlined in statute, the cumulative total multiplier, and the number of employees receiving each increment.

**Figure 17
Longevity Pay Increments and
Employees Receiving Longevity Pay
November 1, 2011**

Longevity Increments	Years of Service	Percent Increase	Total	2010 Employees	2011 Employees
First Increment	5	1.5%	1.5%	2,379	2,603
Second Increment	10	2.0%	3.5%	1,576	1,604
Third Increment	15	2.0%	5.5%	1,213	1,129
Fourth Increment	20	2.0%	7.5%	1,069	1,126
Fifth Increment	25	1.5%	9.0%	603	555
Sixth Increment	30	1.5%	10.5%	407	360
Seventh Increment	35	1.5%	12.0%	114	138
Eighth Increment	40	1.5%	13.5%	14	21
Ninth Increment	45	1.5%	15.0%	3	1
Tenth Increment	50	1.5%	16.5%	0	0
Totals				7,378	7,537

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Chapter 3 – Benefits

This chapter describes the major components of the state's benefit package including membership in a group benefit and retirement plan. The chapter also includes information on the statutory holiday, vacation, and sick leave benefits provided to all Montana public employees.

Group Benefits

The state's benefit plan offers a comprehensive package:

- three medical plan choices, dental, and prescription drug coverage;
- group term life insurance coverage;
- optional coverage for vision, long-term care, and long-term disability coverage;
- employee assistance programs;
- wellness programs and clinical management programs;
- availability of a cafeteria plan allowing for tax-advantaged purchase of these benefits; and
- participation in medical or dependent care flexible spending accounts.

Montana state government has offered a group benefits package since 1979⁴. The Department of Administration, in consultation with an advisory council, is responsible for designing the group benefits package and its operations (2-18-801, MCA).

The employer contribution to the group benefit package is part of the economic package negotiated during collective bargaining. The legislature then sets the employer contribution by statute (2-18-703, MCA). The amount is the same for every employee regardless of the family members covered. For 2011, the state contribute is \$733 per month.

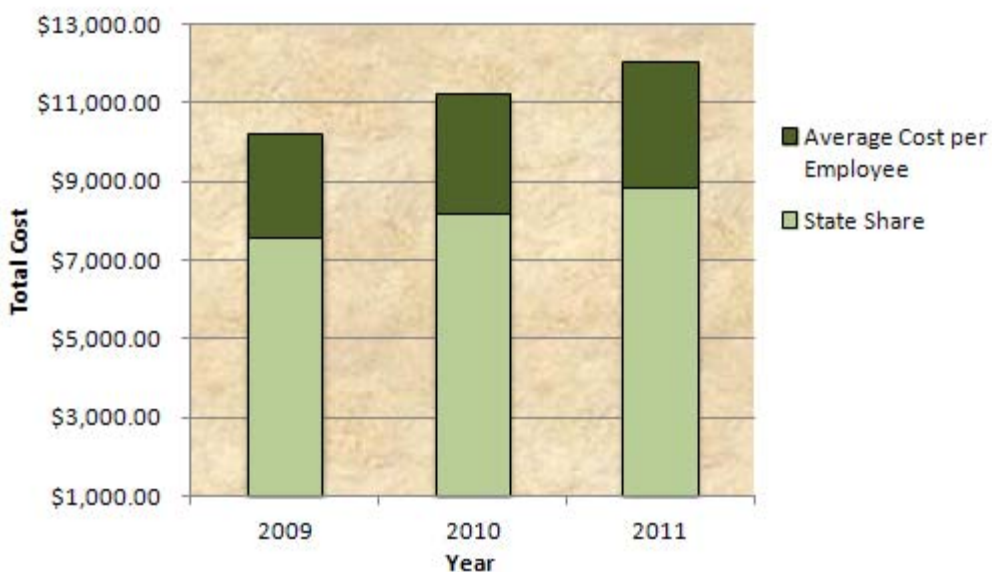
Retirees do not receive a contribution from the state. Medicare eligible and non-Medicare eligible retirees pay the full premium for their coverage through the state plan.

Over the past 20 years, the state's contribution, the plan cost sharing (deductibles, coinsurance, copayments), and the cost of family coverage under the state's traditional plan have risen at comparable rates. The cost of rising health care has been shared between Montana state government, participating employees, and the employees and family members who use the benefits.

⁴Prior to 1979, agencies individually offered group benefits to their employees.

In 2009 the average cost of health benefits per state employee was \$10,156 and \$2,644 was paid by the employee. In 2010 the figure rose to \$11,178 and \$3,030 was paid by the employee. As of September 30, 2011, the average total benefit cost was \$12,030 and \$3,234 was paid by the employee. Figure 18 depicts the rising cost of health care for state employees the last three years.

Figure 18
Average Total Benefit Cost
per Employee



Source: Department of Administration, Health Care and Benefits Division

Paid Leave

Annual Leave - Annual leave is also known as vacation leave. Montana's executive branch employees earn vacation leave at the rate of 15 days per year or more, depending on their total years of public employment (2-18-611, MCA). In 2011, the average executive branch employee continued to maintain a balance of 19 days' vacation. The average executive branch employee used 14 days of earned vacation time in 2011, the same as in 2010.

Vacation leave may be accumulated up to a total not exceeding two times the maximum number of days earned annually. Upon termination, employees are entitled to a lump-sum payment for their unused vacation leave based on the employee's salary at the time of termination.

Figure 19 shows the annual leave earned based on years of employment.

Figure 19
Annual Rate of Earning Vacation Leave Credits for
Public Employees

Years of Employment	Days of Credit Earned
1 day through 10 years	15
10 years through 15 years	18
15 years through 20 years	21
20 years on	24

Source: 2-18-612, MCA

Sick Leave - Full-time employees earn 12 days of sick leave per year. Part-time employees earn sick leave on a prorated basis. In 2011, the average executive branch employee continued to have a balance of 37 days of sick leave. Executive branch employees used an average of eight days of sick leave, one more than in 2010.

All employees are eligible to earn sick leave from the first day of employment; however, they may not use the credits until they have been continuously employed for 90 days. There is no restriction on the number of sick leave credits an employee can earn. Upon termination, an employee is entitled to a lump-sum payment equal to one-fourth of the pay attributed to sick leave credits based on the employee's salary at the time of termination.

Employees may receive sick leave credits beyond those accumulated by participating in a sick leave fund or by receiving direct grants of sick leave from other employees. No funds are attached to donated or received sick leave credits. The department employing the recipient of granted sick leave credits must pay the costs associated with the use of the sick leave.

Holiday Leave - Executive branch employees receive 10 paid holidays in odd-numbered years and 11 paid holidays in even-numbered years (1-1-216, MCA). Figure 20 lists these holidays.

Figure 20
Holidays for Public Employees

Holiday	Observed
New Year's Day	January 1
Martin Luther King Jr. Day	Third Monday in January
Presidents' Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veterans Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25
State General Election Day	First Tuesday after first Monday in November of even-numbered years.

State Retirement Plans

Most executive branch employees are enrolled in one of seven retirement plans⁵. The plans and the number of participating state employees are listed in Figure 21.

Figure 21
State Retirement Plans

State Retirement Plans	Participants
Public Employees' Retirement System Defined Benefit Retirement Plan	10,807
PERS Defined Contribution Retirement Plan	930
Highway Patrol Officers' Retirement System	214
Game Wardens' and Peace Officers' Retirement System	918
Sheriffs' Retirement System	49
Firefighters' Unified Retirement System	17
Teachers' Retirement System	184

The Montana Public Employee Retirement Administration (MPERA) administers all but the Teachers' Retirement System (TRS).

The Highway Patrol Officers' Retirement System, Game Wardens' and Peace Officers' Retirement System, Sheriffs' Retirement System, and Teachers' Retirement System are *defined benefit plans*. The Public Employees' Retirement System offers employees a one-time choice between participating in the defined benefit retirement plan or the *defined contribution retirement plan*. Retirement benefits under the defined benefit retirement plan are determined by a formula based on a factor, service credits, and salary. The employer assumes the risk under the defined benefit retirement plan.

In contrast, the benefit of defined contribution retirement plans depends on how much is contributed to the plans. The defined contribution retirement plan does not specify the benefit. The employee invests in selected options offered within the plan and assumes the risk.

Although each of these retirement plans has its own unique features, they have these in common:

- With few exceptions, employee participation is compulsory.
- Both employees and state government must contribute to the plans based on a percentage amount of the employee's salary.
- Each plan provides service, disability, and death benefits.
- Service credits are portable among the plans, permitting credits earned in one system to be transferred to another.
- All plans are subject to periodic actuarial valuations to determine the financial status of the funds.

⁵ Montana Public Employee Retirement Administration (MPERA) and Teachers Retirement Administration

Deferred Compensation Plan

The State of Montana has offered employees a deferred compensation program, as authorized under Section 457 of the federal Internal Revenue Code, since 1976. On June 30, 2011, 4,198 state employees were participating in the program⁶. Under this program, administered by the Montana Public Employees Retirement Administration, an employee may defer a portion of their salary through pre-tax payroll deductions to be invested in a fixed or variable investment option selected by the Montana Public Employees Retirement Board.

The deferred funds and investment earnings are exempt from state and federal taxes until they are paid out to the program participant. Payouts are available only upon termination, retirement, death, or unforeseeable emergency. The state contributes no money on behalf of employees who choose to participate in this plan.

⁶ Montana Public Employee Retirement Administration

Chapter 4 – Diversity

This chapter compares the race, ethnicity, and gender composition of the executive branch workforce to the Montana state labor force. The Census 2000 Special Equal Employment Opportunity Tabulation serves as the primary benchmark for comparing the race, ethnicity, and gender composition of an organization's internal workforce to the external labor market by geographic location and job category.⁷ The tabulation does not contain statistics for the number of people with disabilities in the Montana labor force.

Race and Ethnicity

Census 2000 contains demographic data on race and ethnicity according to the minimum standards established by the U.S. Office of Management and Budget (OMB). These standards include a minimum of five racial categories:

- American Indian or Alaska Native (AIAN)
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

Demographic Highlights

Overall, there was very little change in executive branch demographics between 2010 and 2011. Ninety-six percent of executive branch employees specified a race. Below are the highlights of the 2011 diversity statistics:

- The percent of *women* in the executive branch is 3.3 percent higher than the Montana labor force.
- There are 3.5 percent fewer *American Indian or Alaska Native* employees in state government than in the Montana labor force.
- There are 1.2 percent fewer *other minority group* employees in state government than the Montana labor force.

Gender

The executive branch employs nearly equal numbers of women and men in the workforce. Seventy-nine percent of the female workforce is in professional and technical occupations. Figure 21 shows the executive branch by gender.

⁷ U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation. The 2010 special EEO tabulation will not be available until December 2012.

**Figure 21
Executive Branch by Gender
November 1, 2011**

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	761	300	39.42%	461	60.58%
Professionals	6,060	3,276	54.06%	2,784	45.94%
Technicians	1,714	1,249	72.87%	465	27.13%
Protective Service	998	141	14.13%	857	85.87%
Paraprofessionals	431	287	66.59%	144	33.41%
Administrative Support	419	356	84.96%	63	15.04%
Skilled Craft	817	27	3.30%	790	96.70%
Service Maintenance	316	123	38.92%	193	61.08%
Total	11,516	5,759	50.01%	5,757	49.99%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Appendix B includes tables illustrating comparisons of the Montana labor force to the executive branch work force by EEO category based on race and gender. Appendix B also includes a five-year comparison of the executive branch employees by race and gender and base pay by race and gender.

NOTE: The U.S. Department of Labor defines the labor force as "all persons age 16 and over who are working or looking for work."

Our demographic data is based on the following categories: white, American Indian or Alaska Native, other minorities, and gender.

Employees with Disabilities

The U.S. Census Bureau 2009 reports 15.7 percent of the total Montana civilian non-institutionalized population age 16 and older had a disability. Twenty-eight percent were employed in the Montana labor force.

The number of executive branch employees reporting a disability is 267. According to the U.S. Census Bureau's 2010 American Community Survey, state government, which includes all branches of state government and the university system, employs 6.7 percent, or 2,178, of the people with disabilities employed in Montana. The difference between these two numbers indicates employees with disabilities choose not to self identify their disability.

Chapter 5 – Collective Bargaining

Sixty-one percent of Montana’s executive branch employees are unionized. The Collective Bargaining for Public Employees Act covers the State of Montana and its political subdivisions. Collective bargaining is a “process whereby employees, as a group, and their employers make offers and counteroffers, in good faith, on the conditions of their employment for the purpose of reaching a mutually acceptable agreement” (39-31-100, MCA).

This chapter provides:

- the process by which mandatory subjects of collective bargaining (wages, hours, fringe benefits, and other conditions of employment) are negotiated; and
- the extent of current unionization in state government.

Process of Collective Bargaining

The Chief of the State Office of Labor Relations is designated by Executive Order No. 40-2008 to represent the State of Montana in collective bargaining with representatives of certified collective bargaining units.

The State Office of Labor Relations begins pay and benefit negotiations with major state employee unions during the year-long executive planning process preceding each regular legislative session. State labor negotiators meet either simultaneously or jointly with these unions. The goal is to reach a settlement before the governor’s executive budget is submitted.

If the parties are unable to settle before the legislature convenes, negotiations may continue during the session and beyond. Regardless of whether a settlement is reached before the legislative session begins, the budget director must submit a proposed pay plan to the legislative fiscal analyst no later than November 15 in the year preceding a session (17-7-112(4), MCA).

Extent of Unionization

There are 65 collective bargaining units in the executive branch. All collective bargaining agreements cover a two-year period, expiring June 30 in odd-numbered years. The State Office of Labor Relations negotiates each of these 65 agreements. Members of bargaining units cannot receive a legislatively-authorized pay increase until the bargaining unit has ratified a completely integrated collective bargaining agreement (2-18-303, MCA).

The Montana Public Employees Association (MPEA) is the largest state employee union. Three unions (MPEA, MEA-MFT, and the American Federation of State, County, and Municipal Employees (AFSCME)) represent 91 percent of organized state employees. Figure 22 shows the number of unionized employees by bargaining agent.

Figure 22
Numbers of Unionized State Employees by Bargaining Agent
November 1, 2011

Exclusive Bargaining Agent	Employees Represented	Percent
American Federation of State, County & Municipal Employees (AFSCME)	741	6.43%
Capitol Complex Craft Council	20	0.17%
Department of Transportation Craft Council	381	3.31%
Great Falls Firefighters Association	27	0.23%
International Association of Machinists (IAM)	11	0.10%
International Brotherhood of Teamsters	8	0.07%
Labor Relations and Appeals Union	8	0.07%
MEA-MFT	1,974	17.14%
Montana Developmental Center Craft Council	9	0.08%
Montana State Hospital Craft Council	30	0.26%
Montana Nurses Association	75	0.65%
Montana Public Employees Association (MPEA)	3,248	28.20%
Montana Public Employees Association - MEA-MFT Revenue	480	4.17%
Montana State Prison Craft Council	13	0.11%
United Food and Commercial Workers	24	0.21%
Total Executive Branch State Employees ---11,516	7,049	61.21%

Source: State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

The number of employees represented by the bargaining units ranges from eight to 3,248. Membership in the units includes professionals, law enforcement personnel, nurses, clerical, blue collar, and craft workers. Some agencies have a majority of employees who are unionized; others have none. Figure 23 shows the number of organized employees by executive branch agency.

Figure 23
Number of Unionized State Employees by Agency
November 1, 2011

Executive Branch Agency	Total Employees	Total Union Employees	Percent Union
Administration	552	64	11.59%
Agriculture	98	68	69.39%
Board of Public Education	1	0	0.00%
Commerce	173	0	0.00%
Corrections	1,252	860	68.69%
Environmental Quality	424	280	66.04%
Fish, Wildlife, & Parks	618	221	35.76%
Governor's Office	31	0	0.00%
Justice	770	362	47.01%
Labor & Industry	754	474	62.86%
Livestock	143	0	0.00%
Military Affairs	200	74	37.00%
Montana Arts Council	9	0	0.00%
Montana Historical Society	62	47	75.81%
Montana State Library	42	0	0.00%
Natural Resources & Conservation	505	11	2.18%
Office of Public Instruction	165	140	84.85%
Office of the Public Defender	196	161	82.14%
Political Practices	4	0	0.00%
Public Health & Human Services	2,773	2,155	77.71%
Public Service Commission	30	0	0.00%
Revenue	625	489	78.24%
School for Deaf & Blind	42	27	64.29%
Secretary of State	46	0	0.00%
State Auditor	69	0	0.00%
Transportation	1,932	1,616	83.64%
TOTAL	11,516	7,049	61.21%

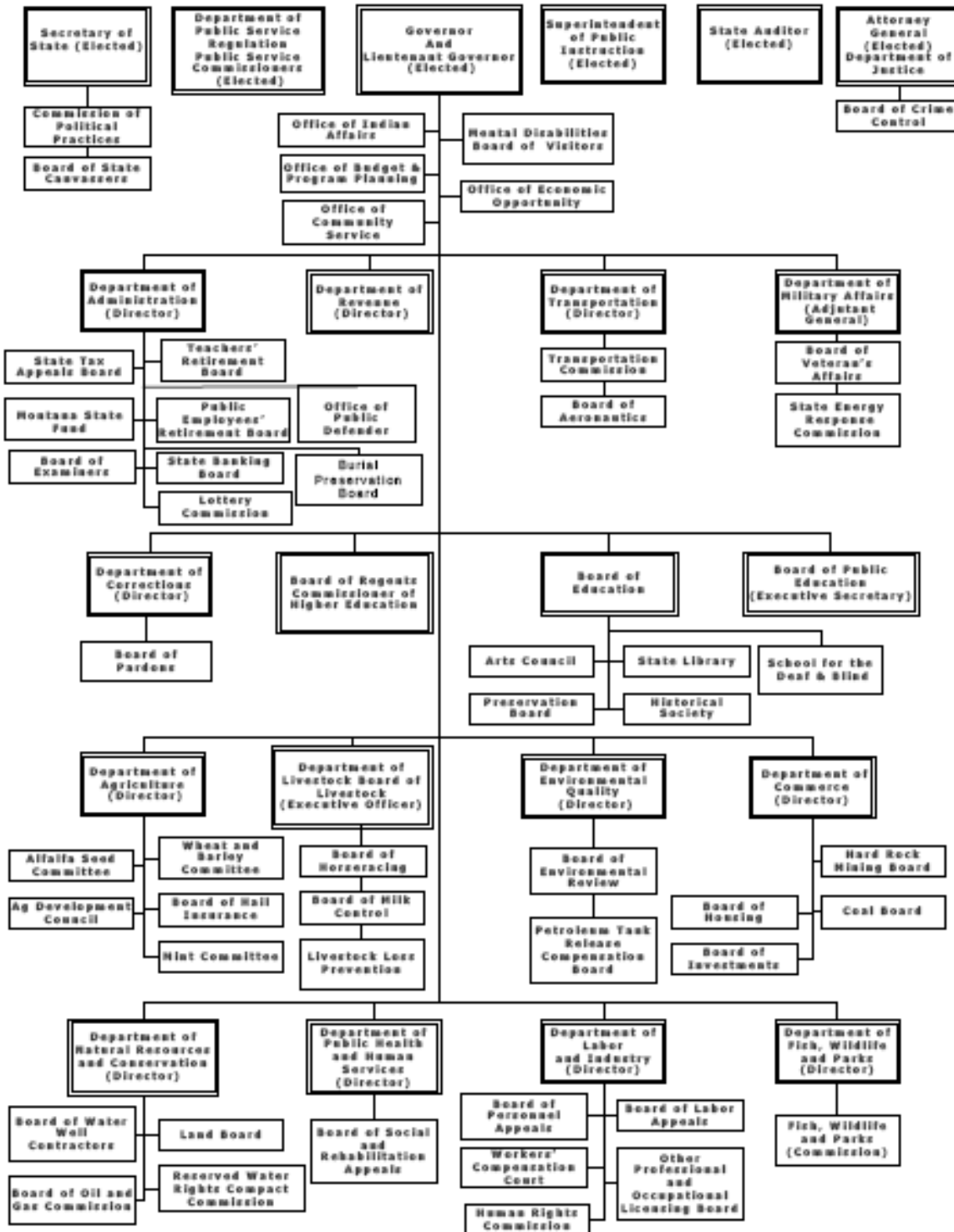
Source: State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Validity of Collective Bargaining Agreements

The economic agreements reached between the governor and state employee unions, during the executive planning process and prior to the regular legislative session, are contingent upon the legislature's passage and approval of the pay bill. Once those two-year collective bargaining agreements are signed, the legislature may not alter the conditions of those agreements "if such action impermissively impairs the contractual obligation of the state towards those employees."⁸

⁸Montana Legislative Council legal memorandum, State Employee Salaries and Collective Bargaining – Legislative Consideration, May 1986.

Appendix A – Montana Executive Branch Organizational Chart



Appendix B – Executive Branch Comparisons

Comparison of Montana Labor Force to Executive Branch by Race

Montana Labor Force by Race
2000 U.S. Census Data

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	69,755	66,215	94.90%	2,219	3.20%	1,303	1.90%
Professional	75,275	70,280	93.40%	3,135	4.20%	1,852	2.50%
Technicians	9,920	9,205	92.80%	510	5.10%	215	2.20%
Protective Service	7,545	6,185	82.00%	1,103	14.60%	260	3.40%
Paraprofessional	NA	NA	NA	NA	NA	NA	NA
Administrative Support	104,760	96,245	91.90%	5,550	5.30%	2,974	2.80%
Skilled Craft	51,060	47,095	92.20%	2,793	5.50%	1,166	2.30%
Service Maintenance	133,850	119,640	89.40%	9,175	6.90%	5,025	3.80%
Total	454,685	416,635	91.60%	25,175	5.50%	12,852	2.80%

Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation. The 2010 special EEO tabulation will not be available until December 2012.

Executive Branch Employees by Race
November 1, 2011

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	761	722	94.88%	8	1.05%	8	1.05%
Professional	6,060	5,554	91.65%	126	2.08%	84	1.39%
Technicians	1,714	1,546	90.20%	31	1.81%	30	1.75%
Protective Service	998	908	90.98%	7	0.70%	24	2.40%
Paraprofessional	431	388	90.02%	14	3.25%	16	3.71%
Administrative Support	419	385	91.89%	7	1.67%	7	1.67%
Skilled Craft	817	749	91.68%	41	5.02%	5	0.61%
Service Maintenance	316	284	89.87%	7	2.22%	11	3.48%
Total	11,516	10,536	91.49%	241	2.09%	185	1.61%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Note: Table does not include the 554 (4.81%) employees who did not specify their race.

Comparison of Montana Labor Force to Executive Branch by Gender

Montana Labor Force by Gender 2000 U.S. Census Data

EEO Category	Total	Women	Percent	Men	Percent
Officials and Managers	69,755	25,055	35.90%	44,682	64.10%
Professional	75,275	41,964	55.70%	33,303	44.20%
Technicians	9,920	5,953	60.00%	3,977	40.10%
Protective Service	7,545	1,451	19.20%	6,097	80.80%
Paraprofessional	NA	NA	NA	NA	NA
Administrative Support	104,760	74,380	71.00%	30,389	29.00%
Skilled Craft	51,060	2,666	5.20%	48,388	94.80%
Service Maintenance	133,850	59,510	44.50%	74,330	55.50%
Total	454,685	212,203	46.70%	242,459	53.30%

Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation. The 2010 special EEO tabulation will not be available until December 2012.

Executive Branch Employees by Gender November 1, 2011

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	761	300	39.42%	461	60.58%
Professionals	6,060	3,276	54.06%	2,784	45.94%
Technicians	1,714	1,249	72.87%	465	27.13%
Protective Service	998	141	14.13%	857	85.87%
Paraprofessionals	431	287	66.59%	144	33.41%
Administrative Support	419	356	84.96%	63	15.04%
Skilled Craft	817	27	3.30%	790	96.70%
Service Maintenance	316	123	38.92%	193	61.08%
Total	11,516	5,759	50.01%	5,757	49.99%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Executive Branch –Comparison by Race, Gender, and Age

American Indian or Alaska Native by EEO Category Five-Year Comparison November 1, 2011

EEO Category	2007		2008		2009 (Nov)		2010 (Nov)		2011 (Nov)	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Officials and Managers	6	0.80%	6	0.80%	7	0.87%	6	0.05%	8	1.05%
Professional	122	2.10%	130	2.20%	135	2.22%	134	1.16%	126	2.08%
Technicians	33	1.90%	29	1.60%	28	1.58%	31	0.27%	31	1.81%
Protective Service	15	1.70%	17	1.80%	15	1.53%	8	0.07%	7	0.70%
Paraprofessional	12	2.70%	12	2.60%	19	4.13%	15	0.13%	14	3.25%
Administrative Support	10	1.90%	12	2.60%	9	1.95%	6	0.05%	7	1.67%
Skilled Craft	32	3.90%	31	3.80%	40	4.82%	39	0.34%	41	5.02%
Service Maintenance	3	1.00%	3	0.90%	7	2.17%	6	0.05%	7	2.22%
Total	233	2.10%	240	2.10%	260	2.22%	245	2.11%	241	2.09%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

All Other Minorities by EEO Category Five-Year Comparison November 1, 2011

EEO Category	2007		2008		2009 (Nov)		2010 (Nov)		2011 (Nov)	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Officials and Managers	9	1.10%	7	0.90%	9	1.12%	7	0.06%	8	1.05%
Professional	78	1.40%	86	1.50%	96	1.58%	93	0.81%	84	1.39%
Technicians	26	1.50%	28	1.50%	33	1.86%	33	0.29%	30	1.75%
Protective Service	14	1.60%	21	2.30%	22	2.24%	24	0.21%	24	2.40%
Paraprofessional	16	3.60%	15	3.30%	19	4.13%	16	0.14%	16	3.71%
Administrative Support	12	2.30%	8	1.70%	7	1.52%	5	0.04%	7	1.67%
Skilled Craft	5	0.60%	5	0.60%	7	0.84%	6	0.05%	5	0.61%
Service Maintenance	10	3.20%	10	3.10%	8	2.48%	7	0.06%	11	3.48%
Total	170	1.50%	180	1.60%	201	1.72%	191	1.66%	185	1.61%

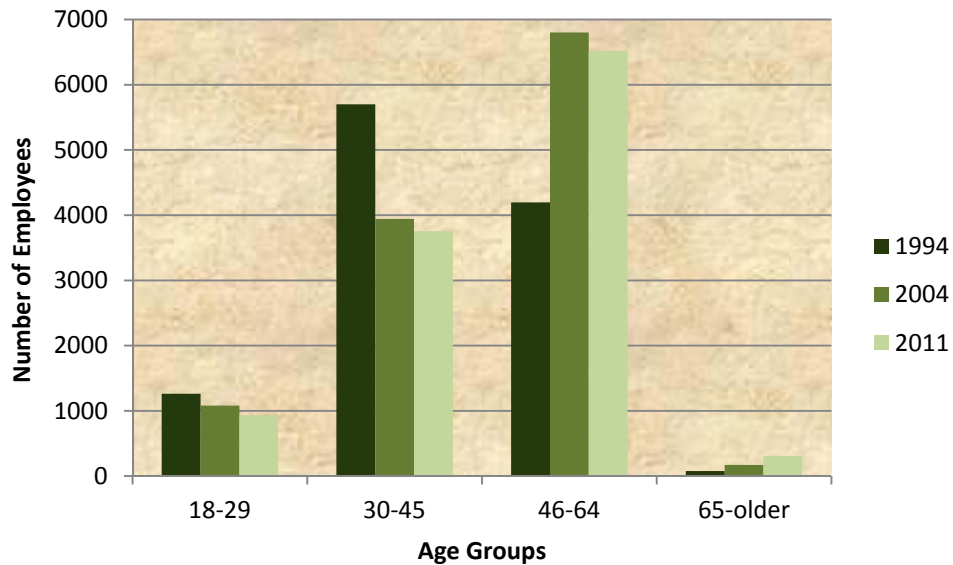
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Females by EEO Category
Five-Year Comparison
November 1, 2011**

EEO Category	2007		2008		2009 (Nov)		2010 (Nov)		2011 (Nov)	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Officials and Managers	260	32.60%	277	36.00%	305	38.07%	304	39.53%	300	39.42%
Professional	2,922	51.00%	2,969	51.10%	3,204	52.78%	3,264	53.46%	3,276	54.06%
Technicians	1,329	76.90%	1,395	76.30%	1,335	75.33%	1,281	73.07%	1,249	72.87%
Protective Service	121	13.50%	144	15.60%	150	15.29%	146	15.55%	141	14.13%
Paraprofessional	289	64.70%	298	65.50%	290	63.04%	290	63.74%	287	66.59%
Administrative Support	446	86.60%	399	85.10%	392	84.84%	373	84.39%	356	84.96%
Skilled Craft	26	3.20%	29	3.50%	28	3.37%	30	3.58%	27	3.30%
Service Maintenance	109	34.90%	121	37.10%	132	40.99%	114	37.13%	123	38.92%
Total	5,502	48.90%	5,632	49.40%	5,836	49.89%	5,802	49.98%	5,759	50.01%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Employee Age Comparison for
1994, 2004, and 2011
November 1, 2011**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Executive Branch – Average Salary by Race and Gender

**Average Annual Salary by Race
November 1, 2011**

EEO Category	Employees	White	American Indian or Alaska Native	All Other Minorities
Officials and Managers	\$68,137	\$68,153	\$70,283	\$82,338
Professional	\$46,893	\$47,208	\$41,479	\$46,937
Technicians	\$29,940	\$30,037	\$29,503	\$30,788
Protective Service	\$38,577	\$38,712	\$39,484	\$35,626
Paraprofessional	\$24,132	\$24,143	\$24,144	\$22,886
Administrative Support	\$26,816	\$27,099	\$23,397	\$21,362
Skilled Craft	\$39,820	\$39,980	\$39,849	\$38,581
Service Maintenance	\$29,181	\$29,744	\$21,671	\$22,751

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Average Annual Salary by Gender
November 1, 2011**

EEO Category	Employees	Women	Men	Women to Men Ratio
Officials and Managers	\$68,137	\$65,243	\$70,020	93%
Professional	\$46,893	\$43,388	\$51,017	85%
Technicians	\$29,940	\$29,144	\$32,077	91%
Protective Service	\$38,577	\$33,467	\$39,418	85%
Paraprofessional	\$24,132	\$23,857	\$24,681	97%
Administrative Support	\$26,816	\$26,995	\$25,806	105%
Skilled Craft	\$39,820	\$36,317	\$39,940	91%
Service Maintenance	\$29,181	\$21,872	\$33,838	65%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Appendix C – Employee Data by Agency

Average Age and Years of Service November 1, 2011

Agency	Executive Branch Workforce	Average Age	Years of Service
Administration	552	49	12
Agriculture	98	46	11
Board of Public Education	1	43	17
Commerce	173	48	12
Corrections	1,252	45	11
Environmental Quality	424	48	11
Fish, Wildlife, & Parks	618	47	15
Governor's Office	31	46	10
Justice	770	46	13
Labor & Industry	754	50	13
Livestock	143	48	13
Military Affairs	200	46	10
Montana Arts Council	9	58	13
Montana Historical Society	62	49	14
Montana State Library	42	48	11
Natural Resources & Conservation	505	48	14
Office of Public Instruction	165	51	12
Office of the Public Defender	196	44	7
Political Practices	4	48	9
Public Health & Human Services	2,773	48	12
Public Service Commission	30	48	13
Revenue	625	47	11
School for Deaf & Blind	42	48	11
Secretary of State	46	49	12
State Auditor	69	48	12
Transportation	1,932	48	14
TOTAL	11,516	48	12

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Hire and Turnover Rates by Agency
November 1, 2010 - November 1, 2011**

Agency	Executive Branch Workforce	Hires	Hire Rate	Turnover	Turnover Rate
Administration	552	70	12.7%	73	13.2%
Agriculture	98	9	9.2%	12	12.2%
Board of Public Education	1	1	100.0%	2	200.0%
Commerce	173	28	16.2%	28	16.2%
Corrections	1,252	164	13.1%	230	18.4%
Environmental Quality	424	52	12.3%	52	12.3%
Fish, Wildlife, & Parks	618	84	13.6%	71	11.5%
Governor's Office	31	4	12.9%	5	16.1%
Justice	770	68	8.8%	78	10.1%
Labor & Industry	754	67	8.9%	100	13.3%
Livestock	143	13	9.1%	11	7.7%
Military Affairs	200	50	25.0%	47	23.5%
Montana Arts Council	9	1	11.1%	2	22.2%
Montana Historical Society	62	7	11.3%	6	9.7%
Montana State Library	42	14	33.3%	4	9.5%
Natural Resources & Conservation	505	34	6.7%	36	7.1%
Office of Public Instruction	165	25	15.2%	29	17.6%
Office of the Public Defender	196	39	19.9%	30	15.3%
Political Practices	4	1	25.0%	1	25.0%
Public Health & Human Services	2,773	387	14.0%	488	17.6%
Public Service Commission	30	5	16.7%	4	13.3%
Revenue	625	71	11.4%	74	11.8%
School for Deaf & Blind	42	4	9.5%	9	21.4%
Secretary of State	46	5	10.9%	6	13.0%
State Auditor	69	7	10.1%	6	8.7%
Transportation	1,932	61	3.2%	145	7.5%
TOTAL	11,516	1,271	11.0%	1,549	13.5%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Turnover Rates and 0-2 Years Turnover by Agency
November 1, 2010 - November 1, 2011**

Agency	Executive Branch Workforce	Turnover	Turnover Rate	0-2 Year Turnover	0-2 year Turnover Rate
Administration	552	73	13.2%	15	20.5%
Agriculture	98	12	12.2%	5	41.7%
Board of Public Education	1	2	200.0%	0	0.0%
Commerce	173	28	16.2%	7	25.0%
Corrections	1,252	230	18.4%	76	33.0%
Environmental Quality	424	52	12.3%	10	19.2%
Fish, Wildlife, & Parks	618	71	11.5%	14	19.7%
Governor's Office	31	5	16.1%	0	0.0%
Justice	770	78	10.1%	17	21.8%
Labor & Industry	754	100	13.3%	16	16.0%
Livestock	143	11	7.7%	0	0.0%
Military Affairs	200	47	23.5%	16	34.0%
Montana Arts Council	9	2	22.2%	1	50.0%
Montana Historical Society	62	6	9.7%	1	16.7%
Montana State Library	42	4	9.5%	1	25.0%
Natural Resources & Conservation	505	36	7.1%	4	11.1%
Office of Public Instruction	165	29	17.6%	5	17.2%
Office of the Public Defender	196	30	15.3%	9	30.0%
Political Practices	4	1	25.0%	0	0.0%
Public Health & Human Services	2,773	488	17.6%	139	28.5%
Public Service Commission	30	4	13.3%	0	0.0%
Revenue	625	74	11.8%	24	32.4%
School for Deaf & Blind	42	9	21.4%	1	11.1%
Secretary of State	46	6	13.0%	2	33.3%
State Auditor	69	6	8.7%	2	33.3%
Transportation	1,932	145	7.5%	7	4.8%
TOTAL	11,516	1,549	13.5%	372	24.0%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

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