

# STATE OF MONTANA

JANUARY - DECEMBER 2019



Employee Profile

Note: Alternative accessible formats of this report will be provided upon request. Persons who need an alternative format should contact the State Human Resources Division, Department of Administration, 125 N. Roberts St., P.O. Box 200127, Helena, MT 59620-0127. Telephone 406-444-3871. Those using a TTY may call through the Montana Relay Service at 711.

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# Introduction

The State Human Resources Division publishes the Employee Profile annually. The profile reports information about executive branch employees in the Broadband or Blue Collar pay plans. It excludes employees in the exempt pay plan, elected officials and their exempt personal staff, university system employees, and Montana State Fund employees.

Montana State Government's ability to meet its vision, mission, and goals depends upon the quality of its workforce. The State Human Resources Division, Department of Administration, functions to assist the State of Montana to become an "employer of choice" -- a competitive recruiter and a long-term employer of successful employees.

An in-depth look at the executive-branch workforce is included. The 2019 annual data referenced represents the period from January 1, 2019, through December 31, 2019, unless otherwise noted. The report includes information about employee demographics, benefits, leave use and accrual, and compensation. Diversity statistics and information about state government's organized workers are also provided.

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

If you have questions about this report or if you need additional information, please contact the State Human Resources Division at [sabhrshr@mt.gov](mailto:sabhrshr@mt.gov) or by mail to:

Department of Administration  
State Human Resources Division  
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# Chapter 1 - Executive Branch Employees

The “Executive Workforce” consists of all regular full-time and part-time employees in the Broadband or Blue Collar pay plans. Employees in multiple job records are counted as separate employees in different jobs.

A snapshot count of the workforce for the previous year is taken at the close of the first full pay period of the following calendar year. For example, workforce counts for calendar year 2019 are obtained on January 17, 2020, the last day of the first full pay period in calendar year 2020.

# Employees				Change Over Two Years	
Executive Workforce	CY2017 PROFILE	CY2018 PROFILE	CY2019 PROFILE	Number	Percent
Blue Collar	667	646	623	-44	-6.60%
Broadband	10,825	10,768	10,515	-310	-2.86%
Total	11,492	11,414	11,138	-354	-3.08%

**Average Age**

**46**

**Average Length of Service**

**11 years**

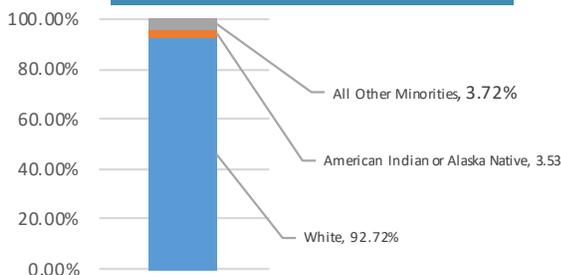
**Gender Distribution**

**Female: 49.99%**  
**Male: 50.01%**

**Average Salary**

**\$53,850**

**Ethnic Distribution**



**Union Representation**

**60.88%**

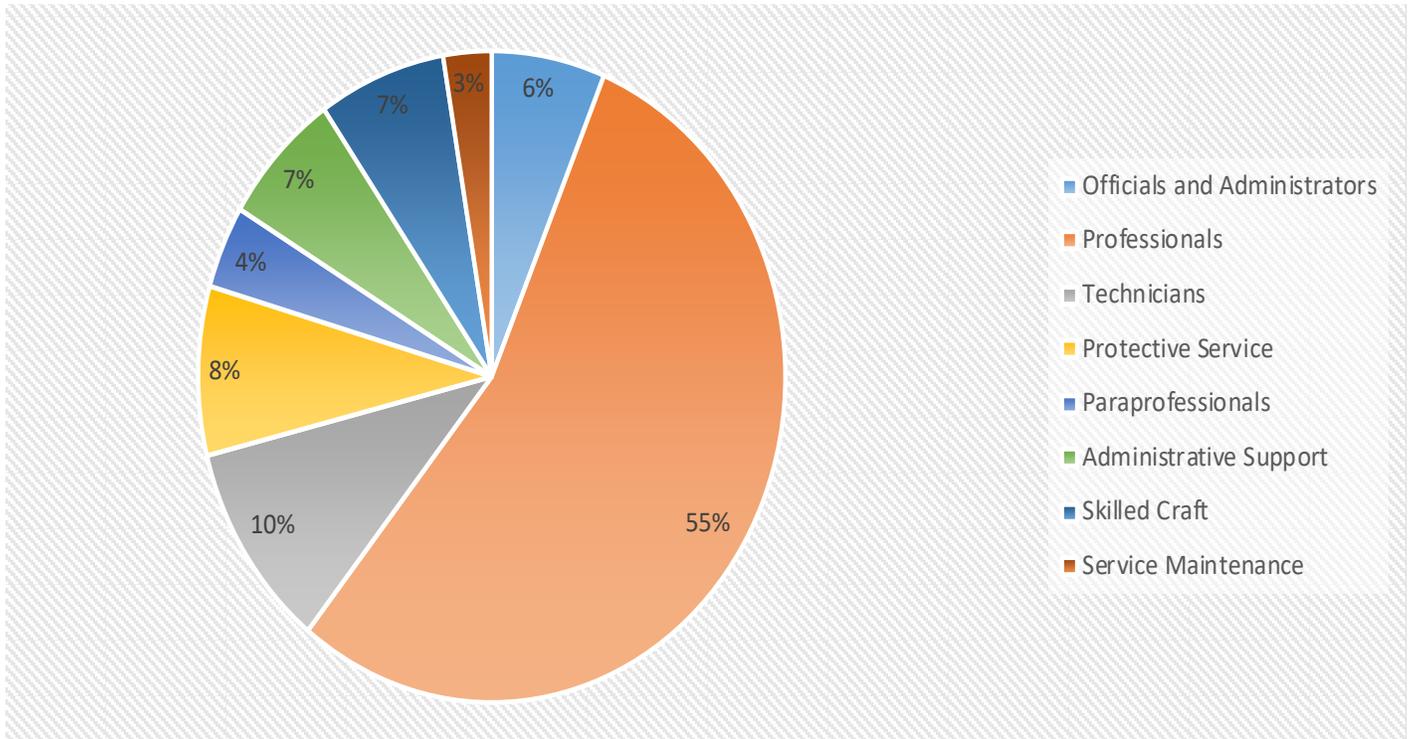
The average age and years of service has remained the same as last year. The average annual salary increased by \$2,485 from the last profile.

# Occupational Groups

Figure 1 illustrates the breakdown of the executive branch workforce by occupational group. Professional-level positions constitute the largest occupational group, representing 55 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 represent 73 percent of the workforce. Skilled crafts, officials and administrators, administrative support, paraprofessionals, and service and maintenance workers comprise the remaining 27 percent.

**FIGURE 1**  
**PERCENT OF EMPLOYEES BY OCCUPATION**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

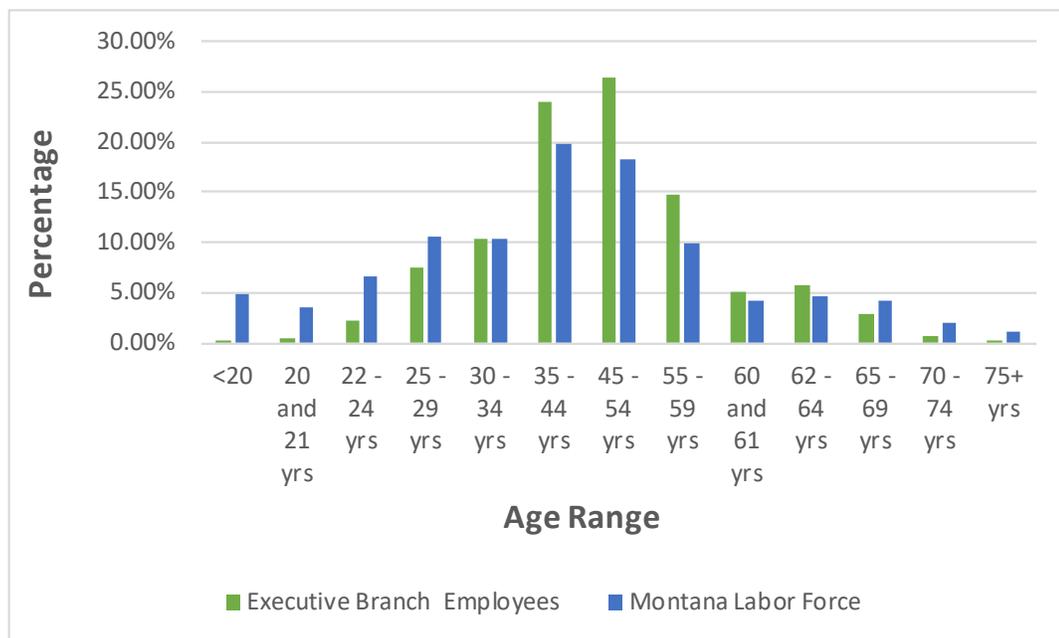


Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

# Generational Makeup

Sixty-five percent of the executive-branch workforce is concentrated in the 35- to 59-year-old range. This data is greater than Montana’s labor force statistic that illustrates 48 percent of Montanans in the workforce are between 35 to 59 years of age. Sixty to sixty-nine year olds represent 13 percent of the executive branch workforce, which is the same as the number in the Montana labor force. Figure 2 illustrates the comparison between the executive branch and the Montana labor force.

**FIGURE 2**  
**GENERATIONS OF EXECUTIVE BRANCH EMPLOYEES**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

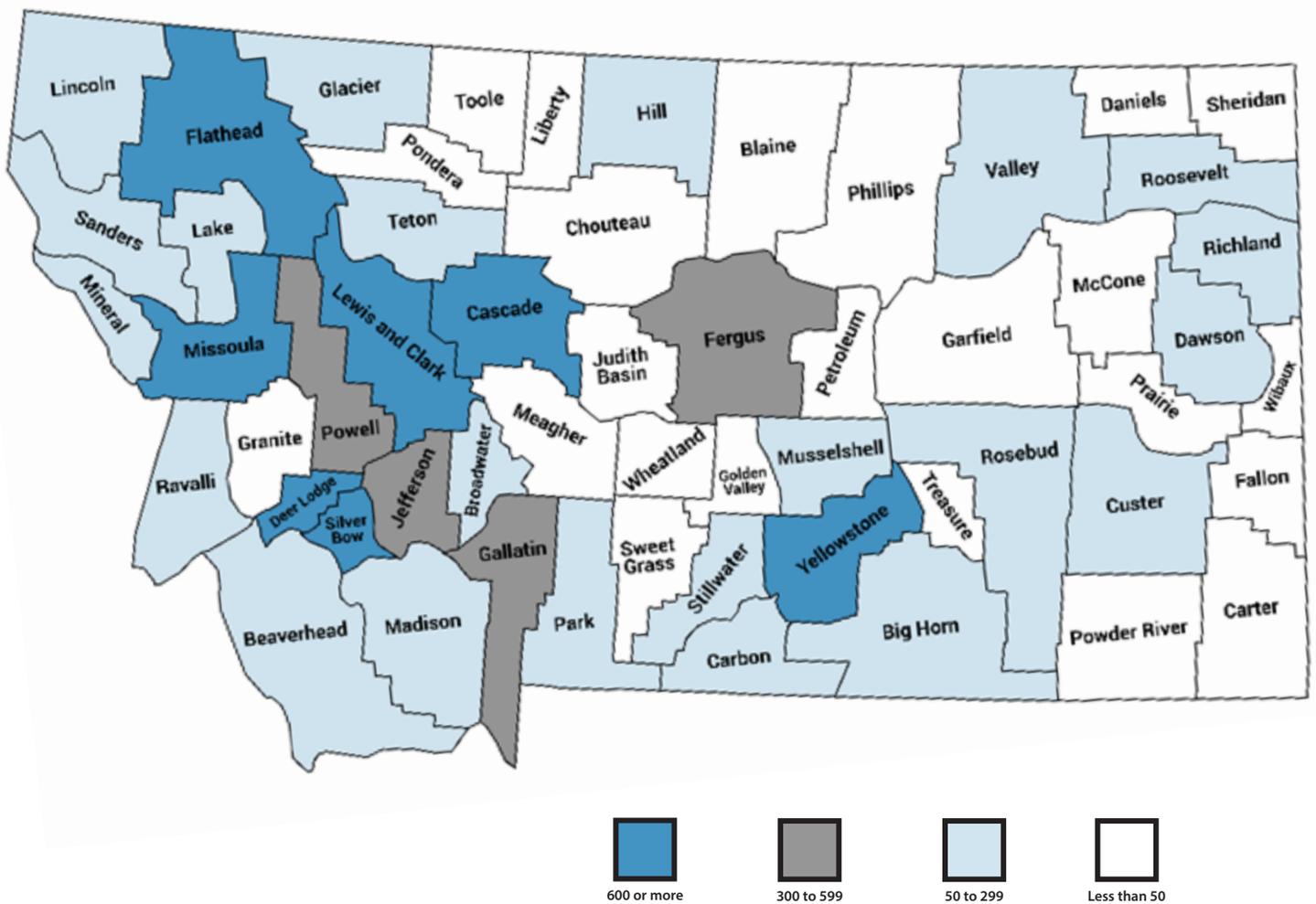


Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS), and Department of Labor and Industry, Research and Analysis Bureau

# Counties of Residence

Executive branch employees work and live in every county of Montana. The largest representation is in Lewis and Clark County. Figure 3 displays the state employee population by county. Figure 4 shows the current number of employees and the total payroll dollars for each county for calendar year 2019.

**FIGURE 3**  
**EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF RESIDENCE**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**



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  
CALENDAR YEAR 2019 EMPLOYEE PROFILE**

County	Resident Employees	Annual Payroll	County	Resident Employees	Annual Payroll
BEAVERHEAD	143	\$5,526,068	MCCONE	10	\$349,381
BIG HORN	57	\$2,123,598	MEAGHER	20	\$678,290
BLAINE	33	\$1,297,632	MINERAL	58	\$2,656,773
BROADWATER	116	\$6,696,493	MISSOULA	856	\$43,182,190
CARBON	75	\$2,794,556	MUSSELSHELL	53	\$1,590,860
CARTER	9	\$170,285	PARK	71	\$3,507,049
CASCADE	715	\$36,105,162	PETROLEUM	8	\$145,675
CHOUTEAU	34	\$1,258,220	PHILLIPS	24	\$893,891
CUSTER	288	\$14,673,823	PONDERA	48	\$2,400,850
DANIELS	16	\$576,681	POWDER RIVER	14	\$568,152
DAWSON	157	\$7,185,831	POWELL	424	\$22,224,992
DEER LODGE	715	\$25,920,827	PRAIRIE	15	\$1,035,547
FALLON	13	\$651,111	RAVALLI	214	\$9,928,420
FERGUS	302	\$11,145,078	RICHLAND	63	\$1,901,399
FLATHEAD	738	\$34,418,623	ROOSEVELT	84	\$3,665,001
GALLATIN	557	\$25,089,695	ROSEBUD	53	\$2,249,037
GARFIELD	13	\$473,143	SANDERS	71	\$3,067,855
GLACIER	76	\$3,170,255	SHERIDAN	27	\$1,047,227
GOLDEN VALLEY	15	\$439,672	SILVER BOW	728	\$34,268,816
GRANITE	35	\$1,506,833	STILLWATER	67	\$2,425,597
HILL	119	\$5,513,040	SWEET GRASS	24	\$768,485
JEFFERSON	569	\$36,732,205	TETON	59	\$3,078,728
JUDITH BASIN	19	\$789,494	TOOLE	41	\$1,734,673
LAKE	174	\$6,690,456	TREASURE	9	\$397,417
LEWIS AND CLARK	5,443	\$311,297,616	VALLEY	117	\$5,290,594
LIBERTY	13	\$596,549	WHEATLAND	14	\$473,969
LINCOLN	147	\$5,938,387	WIBAUX	9	\$436,680
MADISON	86	\$2,998,693	YELLOWSTONE	1,053	\$46,762,838



600 or more



300 to 599



50 to 299



Less than 50

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

# Statewide Employee Separation Rate

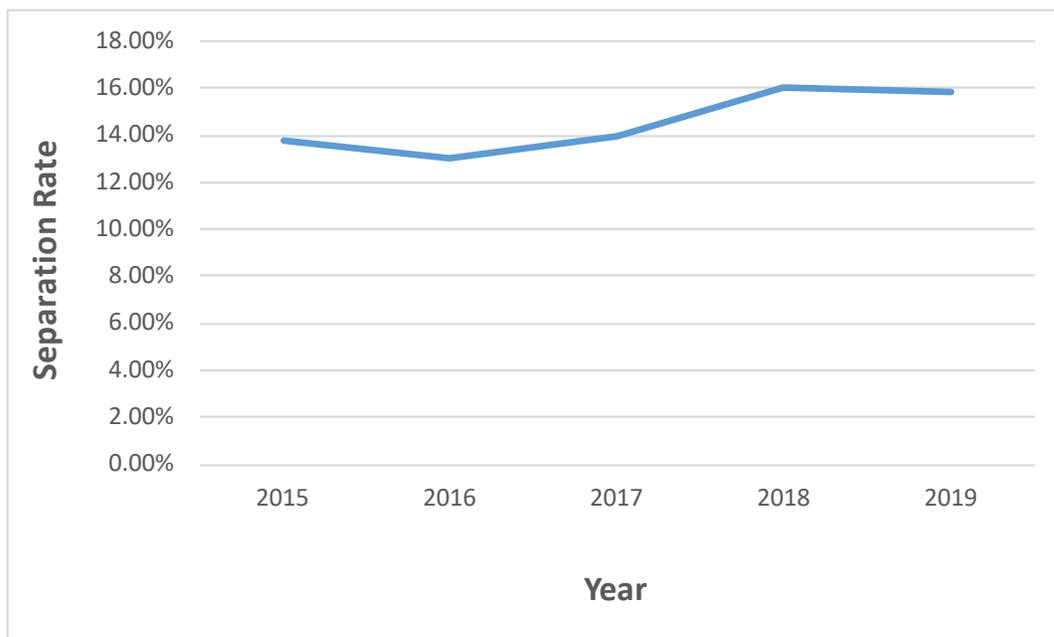
The statewide separation rate is the rate at which executive branch employees separate from the workforce. It includes voluntary and involuntary separations, including retirements. It does not include employees who transfer between agencies.

For more information regarding agency-specific separations and the associated calculations, see Appendix B.

Employee turnover decreased slightly from 16.00 percent in 2018 to 15.84 percent in 2019.

Figure 5 illustrates turnover data for the past five years.

**FIGURE 5  
SEPARATION RATE  
BY YEAR**



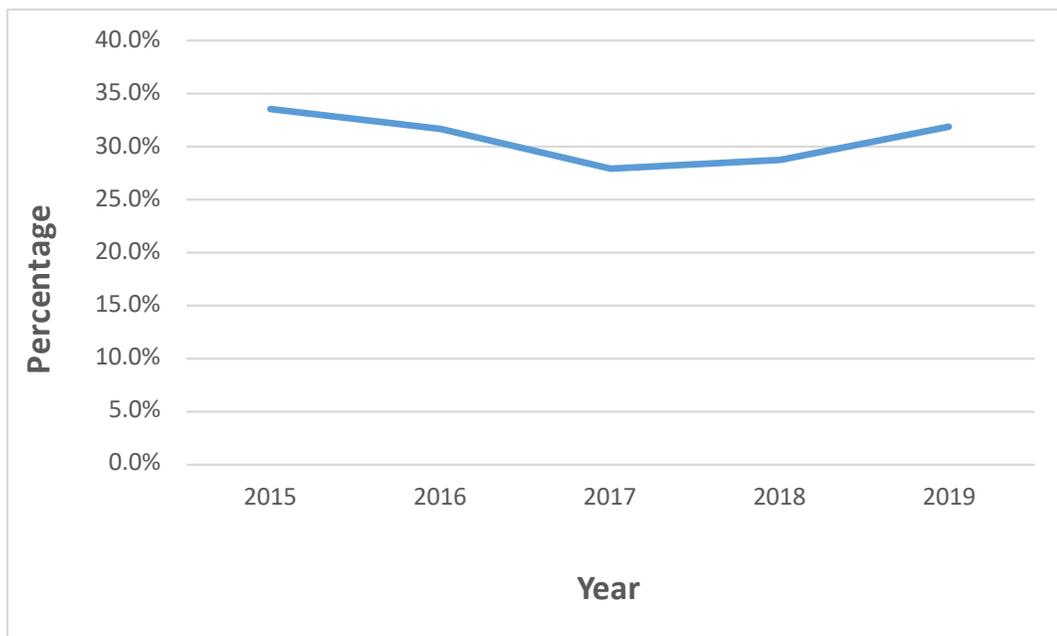
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

A new method of calculating separation rates was implemented on January 1, 2018. It may contribute to the 2% increase from 2017.

# Separations

The percentage of employees leaving state government with less than two years of service increased slightly to 31.8 percent. Figure 6 illustrates separations within the first two years of service for the past five years. Retirees from state government have decreased from 463 in 2018 to 452 in 2019. Figure 7 illustrates separation data for the past five years. Agency-specific separation information for 2019 is located in Appendix B.

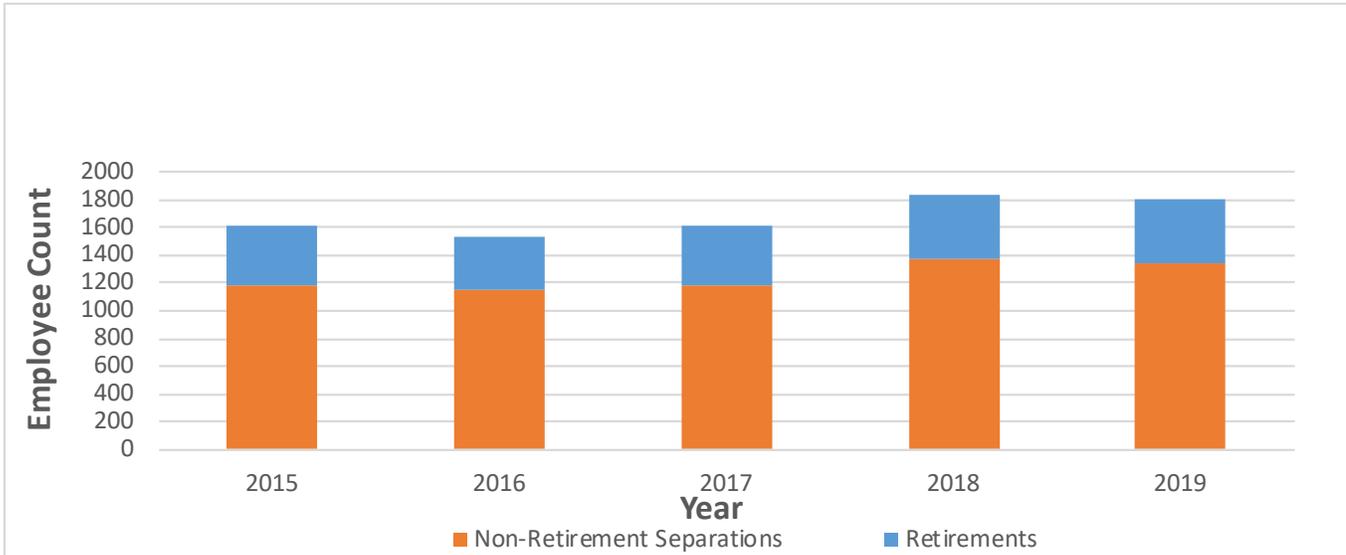
**FIGURE 6**  
**SEPARATIONS WITH 0-2 YEARS OF SERVICE (YOS)**  
**BY YEAR**



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

A new method of calculating and tracking separation rates was implemented on January 1, 2018.

**FIGURE 7  
TOTAL SEPARATIONS BY  
TYPE AND YEAR**



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

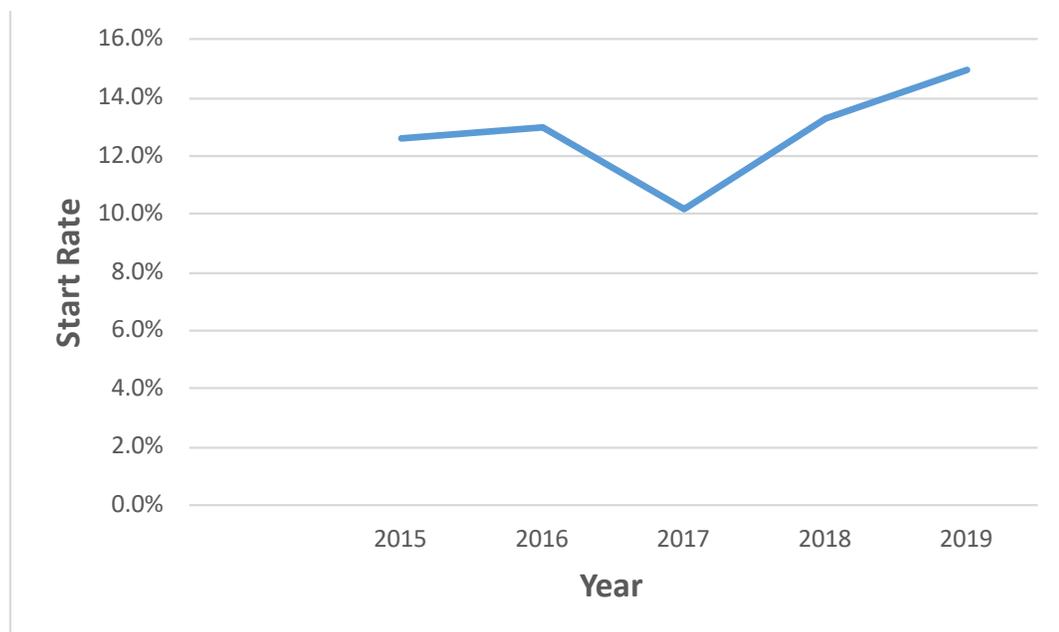
A new method of calculating and tracking separation rates was implemented on January 1, 2018.

# Statewide Start Rates

The statewide start rate is the rate at which executive branch employees start in the workforce. It includes new hires and rehires. It does not include employees who transfer between agencies.

The total start rate for 2019 was 14.94 percent. Figures 8 and 9 illustrate the start rate and the number of new hires and rehires for the past five calendar years. Agency-specific start rates are located in Appendix B.

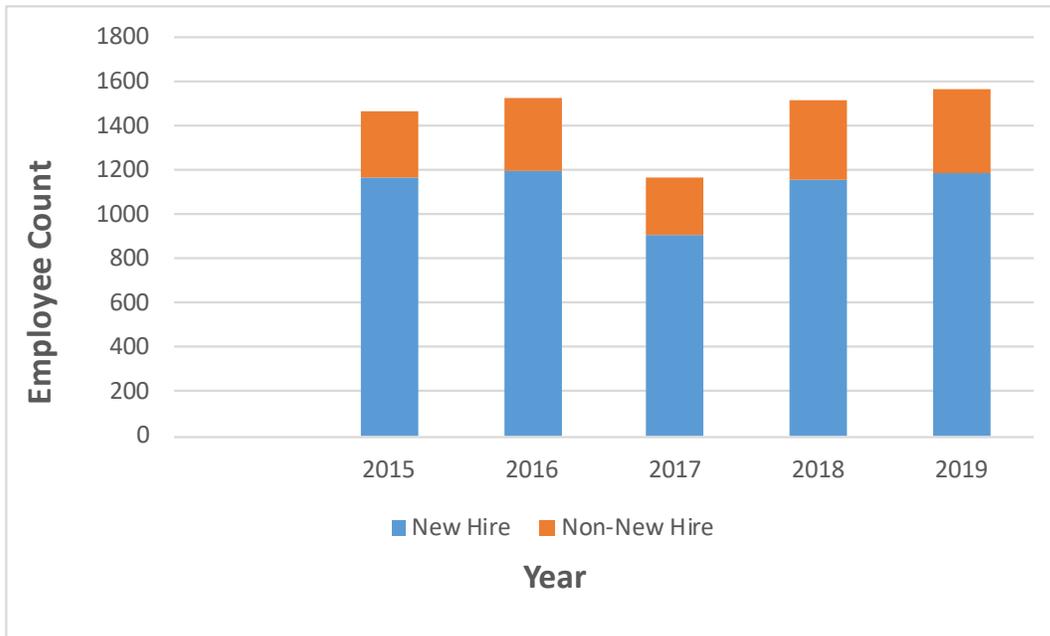
**FIGURE 8  
START RATE BY YEAR**



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

*A new method of calculating and tracking start rates was implemented on January 1, 2018.*

**FIGURE 9  
TOTAL STARTS  
BY TYPE AND YEAR**



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

A new method of calculating and tracking start rates was implemented on January 1, 2018.

# Online Employment System

The State of Montana Employment Information website <http://statecareers.mt.gov> is one of the most frequently visited websites in Montana State Government. Figure 10 shows the agency-specific job listing and application numbers.

**FIGURE 10**  
**AVERAGE APPLICANT POOL BY AGENCY**  
**FOR LISTINGS POSTED DURING CALENDAR YEAR 2019**

Agency	Job Listings	Job Applications	Application Pool Average
Administration	127	2,206	17
Agriculture	38	680	18
Board of Public Education	-	-	-
Commerce	39	614	16
Corrections	189	3,295	17
Environmental Quality	54	1,734	32
Fish, Wildlife and Parks	157	3,790	24
Governor's Office	2	25	13
Justice	152	2,691	18
Labor and Industry	119	1,821	15
Livestock	29	320	11
Military Affairs	29	535	18
Montana Arts Council	1	51	51
Montana Historical Society	11	367	33
Montana State Library	7	147	21
Natural Resources & Conservation	133	2,825	21
Political Practices	-	-	-
Office of Public Instruction	60	379	6
Office of State Public Defender	73	779	11
Public Health and Human Services	628	8,521	14
Public Service Commission	5	104	21
Revenue	186	1,912	10
School for the Deaf and Blind	24	162	7
Secretary of State	6	90	15
State Auditor	3	78	26
Transportation	302	3,216	11
<b>Total</b>	<b>2,374</b>	<b>35,342</b>	<b>15</b>

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

# Recruitment And Retention Forecast

The Montana Department of Labor and Industry (MT DLI) predicts total employment in Montana is expected to grow by 4,130 jobs annually in 2019 and 2020. Job-growth projections in the short term are slightly higher than previous estimates due to the temporary hiring of workers for the 2020 Census. After 2020, Montana is expected to grow by about 3,830 jobs per year through 2028. As a result, job growth for the entire period from 2018 to 2028 will average about 0.7% annually for a total of roughly 39,000 new jobs by 2028, slower than the long-term average (0.8% from 2000-2018) due to a tight labor market.

Montana's labor market had an extended period of tight labor markets, with unemployment under four percent since the end of 2017. At the same time, the economy has sustained long-term growth. Montana's large population of retiring baby boomers will inhibit labor force growth and continue to put downward pressure on the unemployment rate through 2023. MT DLI projects that the labor force will only grow by 3,400 workers over the next 4 years. However, starting in 2024 labor force growth is projected to grow faster at about 4,400 workers per year, and unemployment rates will rise slightly. While many Montanans continue to work past retirement age, about 100,000 retirements are expected over the next ten years. In comparison, approximately 108,000 Montanans are between the ages of 16 to 24, and almost certainly many of these young Montanans will enter postsecondary education instead of the labor force. Agency managers need to continue to plan for the loss of the knowledge and experience held by long-tenured retiring workers as well as for the potential for difficulty finding replacement workers in the future.

# Chapter 2 - Diversity

This chapter compares the race, ethnicity, and gender composition of the executive branch workforce to the Montana state labor force. The Census 2010 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.<sup>1</sup>

## Race and Ethnicity

Census 2010 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

During 2016, the ethnic and race choices with which an employee could identify changed. Employees were also given the opportunity to self-identify in SABHRS, an option that was not available in previous years. In 2019, 99.97 percent of executive branch employees specified a race. Below are the highlights of the 2019 diversity statistics:

- The percent of women in the executive branch is 2.94 percent greater than the Montana labor force.
- American Indian or Alaska Native employees are 2.2 percent fewer in state government than in the Montana labor force.
- Other minority group employees are 0.28 percent greater in state government than the Montana labor force.

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<sup>1</sup> U.S. Census Bureau, Census 2010 Special Equal Employment Opportunity Tabulation

# Gender

The executive branch workforce includes nearly equal numbers of women and men. Seventy-one percent of the female workforce is in professional and technical occupations. Figure 11 shows the executive branch by gender.

**FIGURE 11**  
**EXECUTIVE BRANCH BY GENDER**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	696	323	46.41%	373	53.59%
Professionals	6,073	3,361	55.34%	2,712	44.66%
Technicians	1,150	628	54.61%	522	45.39%
Protective Service	934	145	15.52%	789	84.48%
Paraprofessionals	457	312	68.27%	145	31.73%
Administrative Support	750	675	90.00%	75	10.00%
Skilled Craft	782	25	3.20%	757	96.80%
Service Maintenance	296	99	33.45%	197	66.55%
<b>Total</b>	<b>11,138</b>	<b>5,568</b>	<b>49.99%</b>	<b>5,570</b>	<b>50.01%</b>

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

The U.S. Department of Labor defines the labor force as "all persons age 16 and over who are working or looking for work." Appendix A includes tables illustrating comparisons of the Montana labor force to the executive branch workforce by EEO category based on race and gender.

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

# Employees with Disabilities

According to the U.S. Census Bureau's 2017 American Community Survey, 11.29 percent of the total Montana civilian non-institutionalized population ages 16 to 64 had a disability. Of those individuals, 43.8 percent were employed in the Montana labor force. While 325 executive branch employees reported as having a disability to their employer in 2019, this number has doubled since 2018 due to new voluntary self-reporting options for new and existing employees to state government. The department is optimistic that this number will continue to increase as employees become aware of voluntary self-identification and the value it adds to implementing and maintaining effective recruitment and retention strategies for this underrepresented population.

# Chapter 3 - 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. At the close of calendar year 2019, 10,515 employees were in the broadband pay plan, and 623 employees were in the blue collar pay plan.

## Pay Plans For Executive-Branch Employees

**Broadband Pay Plan** - The broadband pay plan 20 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 \$53,839 in 2019, which is a \$2,090 increase from 2018 when the average annual base salary was \$51,749. The employees in this plan received two statutory pay increases in 2019.

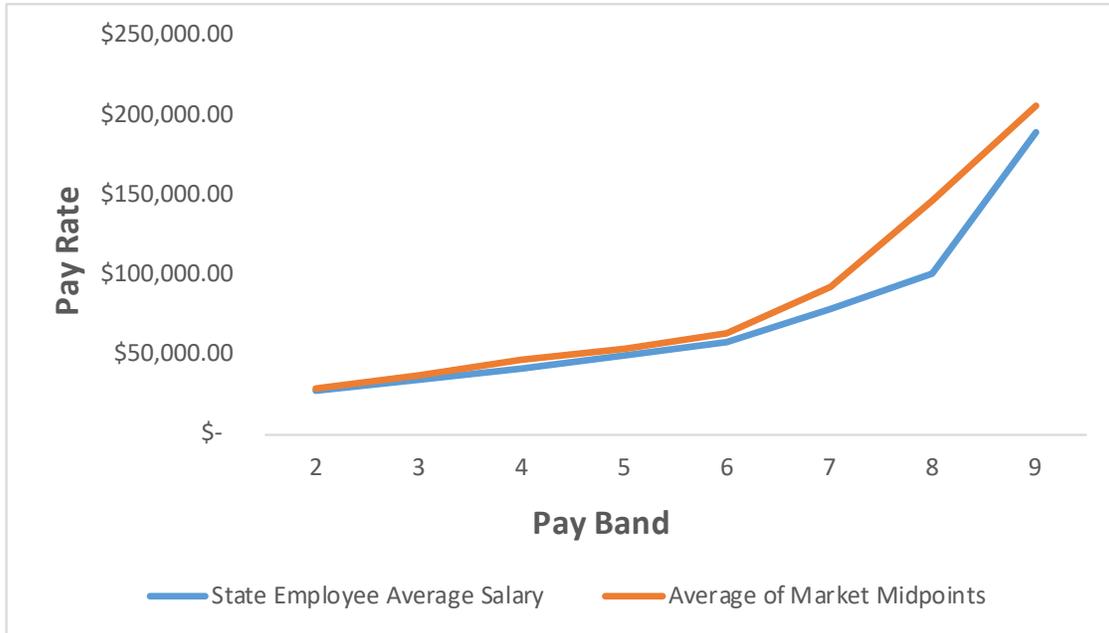
Salaries for employees whose positions are in the broadband pay plan are determined, in part, by a biennial market analysis. The department conducts and publishes this analysis in even-numbered years during the biennial executive budgeting process. This analysis includes base salaries paid to workers in the same occupations by public or private employers in Montana and the four surrounding states.

The department identifies the median salary for surveyed workers by occupation to determine market midpoints. In other words, half the surveyed workers receive base salaries above the market midpoint and half receive base salaries below the market midpoint.

On November 16, 2018, the Broadband Classification was approved to move from Pay Plan 20 to Pay Plan 25. The transition to Pay Plan 25 will take place in 2020.

Figure 12 illustrates Pay Plan 20 and the difference in base salary between state employee salaries and market midpoints. Pay bands seven and eight lag the farthest behind the market midpoint. Figure 13 depicts the data for each pay band.

**FIGURE 12**  
**MARKET MIDPOINTS COMPARED TO**  
**PAY RATES BY PAY BAND**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**



Source: 2018 Market Analysis conducted by the Human Resources Policy and Programs (HRPP) Bureau, State Human Resources Division

**FIGURE 13**  
**STATE EMPLOYEE AVERAGE BASE SALARY**  
**COMPARED TO THE AVERAGE OF MARKET SALARY**  
**BY PAY BAND**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

Band	Number of Employees	State Employee Average Salary	Average of 2018 Market Midpoints	Amount Compared to Market	Percent Compared to Market
1	-	-	-	-	-
2	243	\$26,999.92	\$28,544.16	-\$1,544	-6%
3	1,485	\$33,932.67	\$36,899.58	-\$2,967	-9%
4	1,167	\$41,615.76	\$46,429.00	-\$4,813	-12%
5	2,354	\$49,073.96	\$54,021.31	-\$4,947	-10%
6	3,516	\$58,121.65	\$63,005.89	-\$4,884	-8%
7	1,504	\$78,020.32	\$92,093.94	-\$14,074	-18%
8	216	\$100,657.53	\$146,375.48	-\$45,718	-45%
9	30	\$189,160.32	\$205,601.30	-\$16,441	-9%

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

**Blue Collar Pay Plan** - The blue collar pay plan is a single-rate plan for 623 skilled and unskilled 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, each with a corresponding hourly wage. The plan was approved by the legislature in 1979. At the end of calendar year 2019, full-time employees covered under the blue collar plan received an average base annual salary of \$45,419. This is \$445 higher than 2018.

# Longevity

Eligible employees in the broadband and blue collar pay plans receive a longevity allowance defined in 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 14 shows longevity pay increments outlined in statute, the cumulative total multiplier, and the number of employees receiving each increment for the past two years.

FIGURE 14  
LONGEVITY PAY INCREMENTS AND  
EMPLOYEES RECEIVING LONGEVITY PAY  
CALENDAR YEAR 2018 AND 2019 EMPLOYEE PROFILES

Longevity Increments	Years of Service	Percent Increase	Total	2018 Employees	2019 Employees
First Increment	5	1.5%	1.5%	2,326	2,637
Second Increment	10	2.0%	3.5%	1,887	1,781
Third Increment	15	2.0%	5.5%	1,143	1,203
Fourth Increment	20	2.0%	7.5%	757	744
Fifth Increment	25	1.5%	9.0%	554	533
Sixth Increment	30	1.5%	10.5%	223	219
Seventh Increment	35	1.5%	12.0%	88	74
Eighth Increment	40	1.5%	13.5%	26	34
Ninth Increment	45	1.5%	15.0%	5	6
Tenth Increment	50	1.5%	16.5%	0	1
<b>Total</b>				7,009	7,232

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

# Chapter 4 - 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 regarding the statutory holiday, vacation, and sick-leave benefits provided to eligible state employees. The information in this chapter is provided by the Department of Administration's Health Care and Benefits Division.

## Group Benefits

During 2019, the state's benefit plan offered a comprehensive package:

- medical plan coverage;
- dental and prescription drug coverage;
- group term-life insurance coverage;
- routine vision exams for all members covered on the health plan;
- optional coverage for vision hardware and long-term disability coverage;
- comprehensive employee assistance program benefits;
- wellness programs and clinical management programs;
- availability of a pre-tax plan for medical, dental, vision hardware, basic life and optional employee life (up to \$50k), accidental death and dismemberment, flexible spending accounts, and long-term disability benefits; and
- participation in medical or dependent-care flexible spending accounts.

Montana State Government has offered a group benefits package since 1979.<sup>1</sup> The Department of Administration, in consultation with an advisory council, is responsible for designing and administering the group benefits package and its operations (2-18-810 - 811, 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. During 2019, the state contribution was \$1,054 per month.

Retirees do not receive a contribution from the state. Medicare-eligible and non-Medicare-eligible retirees pay the full amount for their coverage through the state plan. Once a retiree becomes Medicare eligible, the amount is reduced.

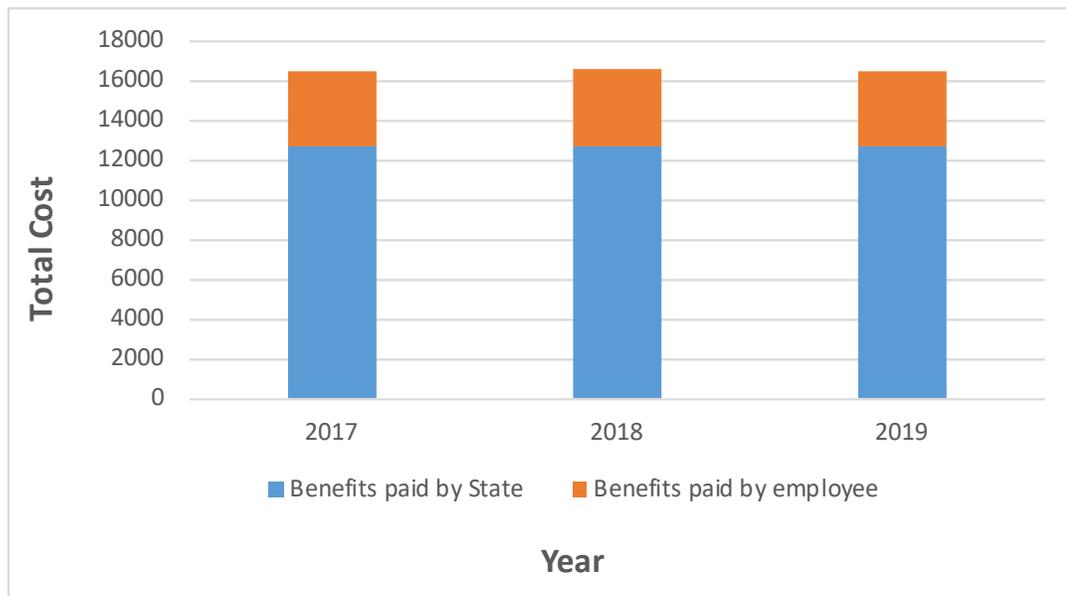
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<sup>1</sup> Prior to 1979, agencies individually offered group benefits to their employees.

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 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.

In 2017, the average total benefit cost was \$16,463.33 and \$3,815.33 was paid by the employee. In 2018, the average total benefit cost was \$16,526.13 and \$3,878.13 was paid by the employee. In 2019, the average total benefit cost was \$16,488.84 and \$3,840.87 was paid by the employee. Figure 15 depicts the cost of health-care coverage during the last three years.

**FIGURE 15**  
**AVERAGE TOTAL BENEFIT COST**  
**PER EMPLOYEE**  
**BY YEAR**



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 15 vacation days or more per year, depending upon their total years of public employment (2-18-612, MCA). Part-time employees earn vacation leave on a prorated basis. In 2018 and 2019, executive branch employees maintained an average balance of 18 days of vacation leave. Executive branch employees used an average of 14 days of vacation leave in 2019. This average is the same in 2017 and 2018.

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

Figure 16 shows the annual leave earned based on years of employment.

**FIGURE 16**  
**ANNUAL LEAVE ACCRUAL RATES FOR**  
**PUBLIC EMPLOYEES**

Years of Employment	Days Earned
1 day through 9 years	15
10 years through 14 years	18
15 years through 19 years	21
20+ years	24

Source: MOM - Annual Vacation Leave Policy

**Sick Leave** - Full-time employees earn 12 days of sick leave per year. Part-time employees earn sick leave on a prorated basis (2-18-618, MCA). In 2019, executive branch employees maintained an average balance of 31 days of sick leave, one day less than the number of days maintained in 2018. Executive branch employees used an average of eight days of sick leave in 2019, the same average as 2018.

No restriction exists for the amount of sick leave an employee can earn. Upon termination, an employee is entitled to a lump-sum payment equal to one-fourth of the employee's unused sick leave based on the employee's salary at the time of termination.

Employees may receive additional sick leave 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. The department employing the recipient of granted sick leave 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 17 lists these holidays.

**FIGURE 17  
HOLIDAYS FOR STATE 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 plans.<sup>1</sup> The plans and the number of participating state employees are listed in Figure 18.

**FIGURE 18**  
**STATE RETIREMENT PLANS**

State Retirement Plans	Participants
Public Employees' Retirement System (PERS) Defined Benefit Retirement Plan	10,141
PERS Defined Contribution Retirement Plan	1,396
Highway Patrol Officers' Retirement System	232
Game Wardens' and Peace Officers' Retirement System	980
Sheriffs' Retirement System	62
Firefighters' Unified Retirement System	26
Teachers' Retirement System	157

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.

<sup>1</sup> Montana Public Employee Retirement Administration (MPERA) and Teachers' Retirement Administration

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 annual actuarial valuations to determine the financial status of the funds.

## Deferred-Compensation Plan

The State of Montana offers employees a deferred-compensation program, as authorized under Section 457 of the federal Internal Revenue Code and has done so since 1974. On June 30, 2019, 4,752 state employees were participating in the program.<sup>1</sup> Under this program, administered by the Montana Public Employees Retirement Administration, employees 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-Compensation Plan has a designated ROTH contribution with the contribution taken after taxes (post-taxes) and is not taxed at the time that the funds are used. This plan was established during the 2013 Legislative Session and began on July 1, 2013. Therefore, the contributions in the Deferred-Compensation Plan are either pre-tax deferrals or designated ROTH contributions.

The deferred funds and investment earnings are exempt from state and federal taxes until they are paid 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

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<sup>1</sup> Montana Public Employee Retirement Administration

# 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 (39-31-101, et.seq., 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. 14-2014 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(8), MCA).

# Extent of Unionization

The executive branch includes 59 collective-bargaining units. 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 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).

In 2018, the Montana Public Employees Association (MPEA) and the Montana Education Association/Montana Federation of Teachers (MEA-MFT) finalized their merger, forming the Montana Federation of Public Employees (MFPE). Together with the American Federation of State, County, and Municipal Employees (AFSCME), they represent slightly over 91 percent of organized state employees.

The number of employees represented by the individual bargaining units ranges from six to 5,441. 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 19 shows the number of unionized employees by bargaining agent. Figure 20 shows the number of organized employees by executive branch agency.

**FIGURE 19**  
**NUMBER OF UNIONIZED STATE EMPLOYEES BY BARGAINING AGENT**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

Exclusive Bargaining Agent	Employees Represented	Percent
American Federation of State, County & Municipal Employees (AFSCME)	750	6.73%
Capitol Complex Craft Council	19	0.17%
Department of Transportation Craft Council	383	3.44%
Great Falls Airport Firefighters Association	26	0.23%
International Association of Machinists (IAM)	10	0.09%
Labor Relations and Appeals Union	7	0.06%
Montana Developmental Center Craft Council	6	0.05%
Montana Federation of Public Employees	5,441	48.85%
Montana Nurses Association	68	0.61%
Montana State Hospital Craft Council	30	0.27%
Montana State Prison Craft Council	19	0.17%
United Food and Commercial Workers	22	0.20%
<b>Total Executive-Branch State Employees ---11,138</b>	<b>6,781</b>	<b>60.88%</b>

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

**FIGURE 20**  
**NUMBER OF UNIONIZED STATE EMPLOYEES BY AGENCY**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

Executive Branch Agency	Total Employees	Total Union Employees	Percent Union
Administration	552	74	13.41%
Agriculture	94	67	71.28%
Board of Public Education	3	0	0.00%
Commerce	185	0	0.00%
Corrections	1,206	796	66.00%
Environmental Quality	355	259	72.96%
Fish, Wildlife, & Parks	649	179	27.58%
Governor's Office	22	0	0.00%
Justice	790	354	44.81%
Labor & Industry	706	448	63.46%
Livestock	128	0	0.00%
Military Affairs	203	62	30.54%
Montana Arts Council	5	0	0.00%
Montana Historical Society	60	39	65.00%
Montana State Library	43	0	0.00%
Natural Resources & Conservation	470	10	2.13%
Office of Public Instruction	169	117	69.23%
Office of the Public Defender	281	217	77.22%
Political Practices	7	0	0.00%
Public Health & Human Services	2,683	2,175	81.07%
Public Service Commission	8	0	0.00%
Revenue	567	437	77.07%
School for Deaf & Blind	37	25	67.57%
Secretary of State	28	0	0.00%
State Auditor	53	0	0.00%
Transportation	1,834	1,522	82.99%
<b>Total</b>	<b>11,138</b>	<b>6,781</b>	<b>60.88%</b>

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."<sup>1</sup>

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<sup>1</sup> Montana Legislative Council legal memorandum, State Employee Salaries and Collective Bargaining – Legislative Consideration, May 1986

# Appendix A - Executive Branch Comparisons

## Comparison of Montana Labor Force to Executive Branch by Race

### MONTANA LABOR FORCE BY RACE 2010 EEO TABULATION

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	65,455	61,225	93.50%	2,650	4.10%	1,580	2.30%
Professional	84,555	78,305	92.60%	3,484	4.20%	2,765	3.40%
Technicians	12,020	10,760	89.50%	615	5.10%	640	5.20%
Protective Service	9,690	8,370	86.38%	1,084	11.19%	237	2.45%
Paraprofessional	NA	NA	NA	NA	NA	NA	NA
Administrative Support	127,310	116,680	91.70%	6,380	5.00%	4,255	3.40%
Skilled Craft	57,100	52,055	91.20%	3,165	5.60%	1,874	3.20%
Service Maintenance	146,315	127,455	87.10%	11,290	7.70%	7,570	5.10%
<b>Total</b>	<b>504,880</b>	<b>456,440</b>	<b>90.41%</b>	<b>29,438</b>	<b>5.83%</b>	<b>18,996</b>	<b>3.76%</b>

Source: US Department of Commerce, Census Bureau, compiled by the Census & Economic Information Center, Montana Department of Commerce

### EXECUTIVE BRANCH EMPLOYEES BY RACE CALENDAR YEAR 2019 EMPLOYEE PROFILE

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	696	660	95%	9	1.20%	35	4.67%
Professional	6,073	5,631	93%	127	2.09%	315	5.19%
Technicians	1,150	1,058	92%	20	1.74%	72	6.26%
Protective Service	934	850	91%	19	2.03%	65	6.96%
Paraprofessional	457	405	89%	11	2.41%	41	8.97%
Administrative Support	750	706	94%	9	1.20%	35	4.67%
Skilled Craft	782	714	91%	42	5.37%	26	3.32%
Service Maintenance	296	261	88%	7	2.36%	28	9.46%
<b>Total</b>	<b>11,138</b>	<b>10,285</b>	<b>92%</b>	<b>403</b>	<b>3.62%</b>	<b>450</b>	<b>4.04%</b>

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

## Comparison of Montana Labor Force to Executive Branch by Gender

### MONTANA LABOR FORCE BY GENDER 2010 EEO TABULATION

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	65,455	23,975	36.60%	41,480	63.40%
Professionals	84,555	47,975	56.70%	36,580	43.30%
Technicians	12,020	7,210	60.00%	4,810	40.00%
Protective Service	9,690	2,115	21.83%	7,575	78.17%
Paraprofessionals	NA	NA	NA	NA	NA
Administrative Support	127,310	86,855	68.20%	40,455	31.80%
Skilled Craft	57,100	2,855	5.00%	54,250	95.00%
Service Maintenance	146,315	65,330	44.70%	80,985	55.30%
<b>Total</b>	<b>504,880</b>	<b>237,565</b>	<b>47.05%</b>	<b>267,320</b>	<b>52.95%</b>

Source: US Department of Commerce, Census Bureau, compiled by the Census & Economic Information Center, Montana Department of Commerce

### EXECUTIVE BRANCH EMPLOYEES BY GENDER CALENDAR YEAR 2019 EMPLOYEE PROFILE

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	696	323	46.41%	373	53.59%
Professionals	6073	3361	55.34%	2712	44.66%
Technicians	1150	628	54.61%	522	45.39%
Protective Service	934	145	15.52%	789	84.48%
Paraprofessionals	457	312	68.27%	145	31.73%
Administrative Support	750	675	90.00%	75	10.00%
Skilled Craft	782	25	3.20%	757	96.80%
Service Maintenance	296	99	33.45%	197	66.55%
<b>Total</b>	<b>11,138</b>	<b>5,568</b>	<b>49.99%</b>	<b>5,570</b>	<b>50.01%</b>

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 CALENDAR YEAR 2019 EMPLOYEE PROFILE

EEO Category	Employees	White	American Indian or Alaska Native	All Other Minorities
Officials and Managers	\$84,575	\$84,735	\$83,730	\$81,655
Professional	\$58,683	\$59,029	\$54,214	\$52,558
Technicians	\$42,830	\$42,920	\$40,832	\$41,030
Protective Service	\$47,861	\$48,307	\$44,165	\$43,918
Paraprofessional	\$30,222	\$30,272	\$29,942	\$29,531
Administrative Support	\$36,206	\$36,199	\$38,600	\$34,821
Skilled Craft	\$49,528	\$49,570	\$48,947	\$49,586
Service Maintenance	\$36,768	\$37,126	\$38,813	\$30,457

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

### AVERAGE ANNUAL SALARY BY GENDER CALENDAR YEAR 2019 EMPLOYEE PROFILE

EEO Category	Employees	Women	Men	Women to Men Ratio
Officials and Managers	\$84,575	\$82,287	\$86,556	95%
Professional	\$58,683	\$55,322	\$62,849	88%
Technicians	\$42,830	\$39,800	\$46,476	86%
Protective Service	\$47,861	\$44,964	\$48,393	93%
Paraprofessional	\$30,222	\$30,592	\$29,424	104%
Administrative Support	\$36,206	\$36,337	\$35,023	104%
Skilled Craft	\$49,528	\$44,167	\$49,706	89%
Service Maintenance	\$36,768	\$27,670	\$41,340	67%

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

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# Appendix B - Employee Data by Agency

## AVERAGE AGE AND YEARS OF STATE SERVICE BY AGENCY CALENDAR YEAR 2019 EMPLOYEE PROFILE

Agency	Executive Branch Workforce	Average Age	Years of State Service
Administration	552	46	11
Agriculture	94	45	9
Board of Public Education	3	53	20
Commerce	185	46	10
Department of Corrections	1,206	44	10
Environmental Quality	355	48	12
Fish, Wildlife, & Parks	649	44	12
Governor's Office	22	51	14
Justice	790	43	10
Labor & Industry	706	49	12
Livestock	128	45	11
Military Affairs	203	44	9
Montana Arts Council	5	50	11
Montana Historical Society	60	50	14
Montana State Library	43	44	12
Natural Resources & Conservation	470	47	14
Office of Public Instruction	169	49	11
Office of the Public Defender	281	45	8
Political Practices	7	46	5
Public Health & Human Services	2,683	46	10
Public Service Commission	8	47	15
Revenue	567	47	11
School for Deaf & Blind	37	50	11
Secretary of State	28	47	10
State Auditor	53	51	13
Transportation	1,834	47	13
<b>Total</b>	<b>11,138</b>	<b>46</b>	<b>11</b>

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

**START RATES BY AGENCY**  
**CALENDAR YEAR 2019 EMPLOYEE PROFILE**

Agency	Hires/ Rehires	Transfer-ins	Total Starts	Start Rate
Administration	26	26	52	11%
Administration - MPERA	5	1	6	13%
Administration - TRS	1	-	1	5%
Agriculture	47	4	51	54%
Board of Public Education	-	-	-	0%
Commerce	37	7	44	24%
Corrections	159	25	184	15%
Environmental Quality	18	10	28	8%
Fish, Wildlife, & Parks	194	9	203	31%
Governor's Office	9	1	10	45%
Justice	63	15	78	10%
Labor & Industry	58	20	78	11%
Livestock	11	1	12	9%
Military Affairs	28	3	31	15%
Montana Arts Council	-	-	-	0%
Montana Historical Society	4	1	5	8%
Montana State Library	2	2	4	9%
Natural Resources & Conservation	230	12	242	51%
Office of Public Instruction	20	5	25	15%
Office of the Public Defender	22	7	29	10%
Political Practices	1	-	1	14%
Public Health & Human Services	319	32	351	13%
Public Service Commission	4	1	5	63%
Revenue	73	10	83	15%
School for Deaf & Blind	22	-	22	59%
Secretary of State	3	3	6	21%
State Auditor	3	1	4	8%
Transportation	156	18	174	9%

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

*Starts at the agency level include hires, rehires, and employees who transferred to that agency from another agency.*

**SEPARATION RATES BY AGENCY  
CALENDAR YEAR 2019 EMPLOYEE PROFILE**

Agency	Terminations	Transfer-outs	Total Separations	Separation Rate
Administration	57	15	72	14.91%
Administration - MPERA	5	4	9	18.75%
Administration - TRS	1	0	1	4.76%
Agriculture	11	5	16	17.02%
Board of Public Education	-	-	-	0%
Commerce	27	1	28	15.14%
Corrections	251	17	268	22.22%
Environmental Quality	38	11	49	13.80%
Fish, Wildlife, & Parks	90	10	100	15.41%
Governor's Office	1	0	1	4.55%
Justice	119	29	148	18.73%
Labor & Industry	75	14	89	12.61%
Livestock	16	-	16	12.50%
Military Affairs	35	3	38	18.72%
Montana Arts Council	-	-	-	0%
Montana Historical Society	14	-	14	23.33%
Montana State Library	6	-	6	13.95%
Natural Resources & Conservation	41	8	49	10.43%
Office of Public Instruction	27	7	34	20.12%
Office of the Public Defender	57	6	63	22.42%
Political Practices	1	-	1	14.29%
Public Health & Human Services	616	39	655	24.41%
Public Service Commission	0	5	5	62.50%
Revenue	80	15	95	16.75%
School for Deaf & Blind	1		1	2.70%
Secretary of State	4	1	5	17.86%
State Auditor	7	1	8	15.09%
Transportation	217	17	234	12.76%

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

Separations at the agency level include terminations and employees who transferred from that agency to another agency.