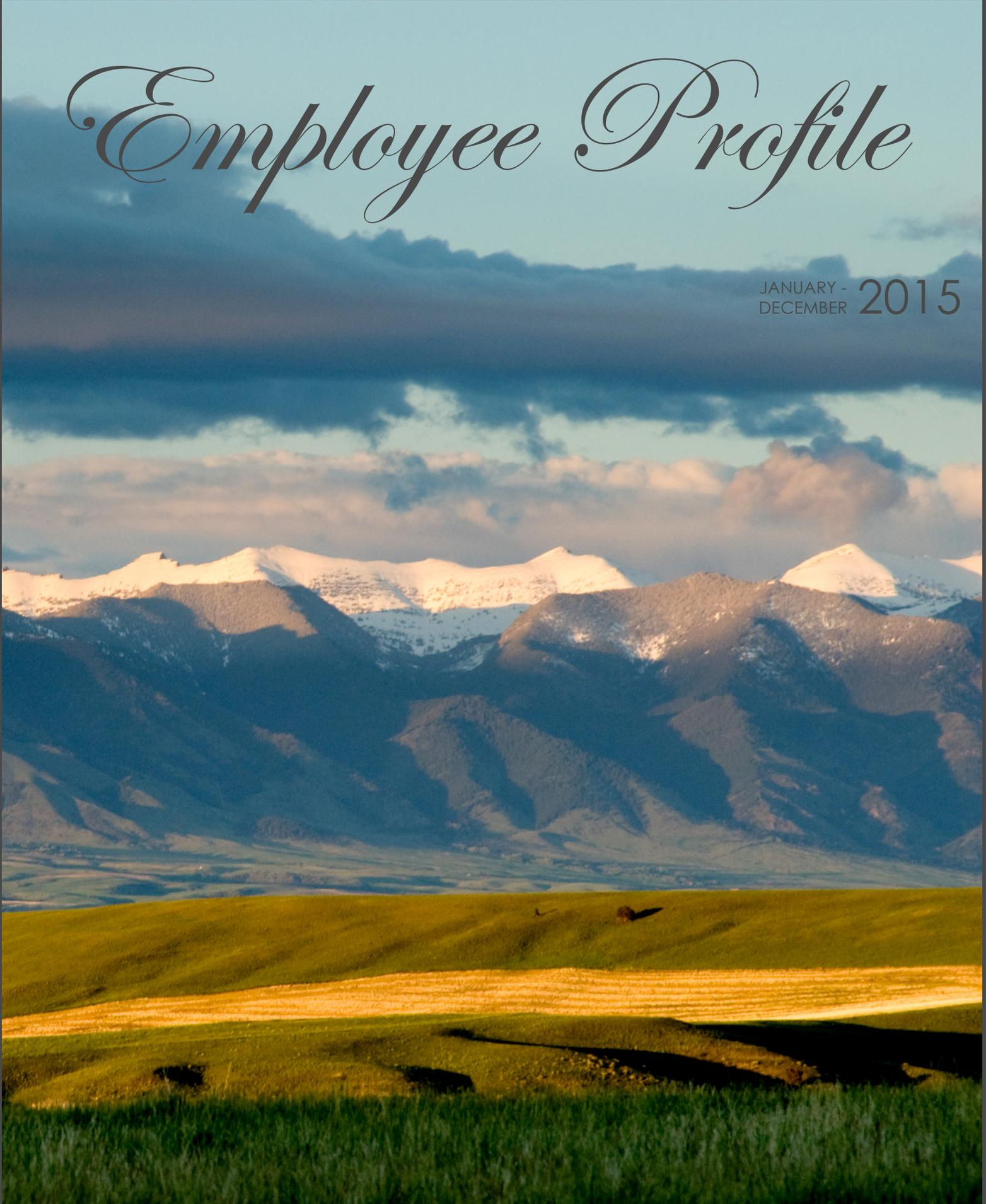


# STATE OF MONTANA

## *Employee Profile*

JANUARY - DECEMBER 2015



**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.

OFFICE OF THE GOVERNOR  
STATE OF MONTANA

STEVE BULLOCK  
GOVERNOR



MIKE COONEY  
LT. GOVERNOR

June 2016

I am pleased to introduce this year's Employee Profile, compiled by the State Human Resources Division of the Department of Administration. This annual report provides information about state employees in the executive branch – including demographics, diversity, benefits, and other useful data.

Taken as a whole, Montana is blessed to have the best collection of state employees anywhere. Through our efforts, we ensure Montanans have safe roads on which to travel, wondrous state lands and state parks to recreate and rejuvenate in, and assist and encourage tourists from all over the world who are planning daily for a trip of a lifetime to Montana. We also ensure public safety, promote and provide health services, recruit and support new businesses from both inside and outside Montana, help Montanans train for and acquire jobs, and provide a world-class education for future generations of Montanans.

As Governor, my priorities are effective government, a world-class system of education, and creating more jobs that allow Montanans to enjoy all our state has to offer. None of those goals would be attainable without the commitment of our state employees. My partner in this endeavor, Lieutenant Governor Mike Cooney, is doing his part to help us make our goals a reality.

Like last year, I encourage you to pass along any feedback concerning the Employee Profile to the State Human Resources Division of the Department of Administration. They can be reached at 444-3871.

Sincerely,

STEVE BULLOCK  
Governor

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# INTRODUCTION

The State Human Resources Division publishes the Employee Profile annually. The profile reports information about the executive-branch workforce excluding 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 2015 annual data referenced represents the period from January 1, 2015, through December 31, 2015, 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.

For additional information or questions concerning this report, please contact Dean Mack at (406) 444-3894, e-mail [dmack@mt.gov](mailto:dmack@mt.gov), or Therese Simpson at (406) 444-3852, email [tsimpson@mt.gov](mailto:tsimpson@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

At the close of calendar year 2015, the executive branch employed **11,664** regular, full-time and part-time employees, an increase of 115 employees from last year's profile. The normal variance occurs when agencies fill vacant positions and can change depending upon the number of unfilled, vacant positions at any given point in time.

The average employee is **46 years old**, has worked for state government for **12 years**, and earns **\$49,336** annually. The average age has remained the same from last year, and the years of service has remained relatively the same over the past three years. The average annual salary increased by \$1,252 from the last profile.

In the Broadband Pay Plan, 71 percent of employees hold positions requiring a bachelor's degree or equivalent education and experience.<sup>1</sup> In contrast, only about 18 percent of Montana's jobs require a bachelor's degree or higher level of education.<sup>2</sup>

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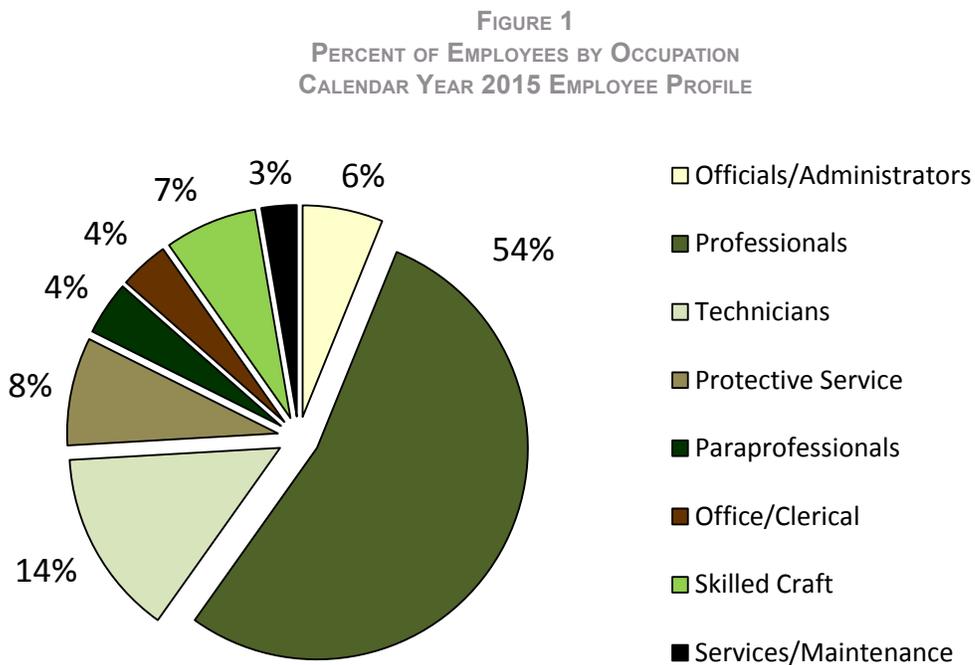
<sup>1</sup> Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

<sup>2</sup> Department of Labor and Industry, Research and Analysis Bureau.

# OCCUPATIONAL GROUPS

Figure 1 illustrates the breakdown of the executive-branch workforce by occupational group. Professional-level positions constitute the largest occupational group, representing 54 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 76 percent of the workforce. Skilled crafts, officials and administrators, administrative support, paraprofessionals, and service and maintenance workers comprise the remaining 24 percent.



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

# GENERATIONAL MAKEUP

The generational makeup of the executive branch continues to remain concentrated in the baby-boomer generation (1946-1964) and generation X (1965-1981) at 42 percent and 40 percent respectively. Generation Y (1982-2000) represents 17.7 percent of state government's workforce. In contrast, 31.9 percent of Montana's labor force is generation Y. The silent generation (1925 - 1945) represents the least amount of employees. Figure 2 illustrates the comparison between the executive branch and the Montana labor force.

**FIGURE 2**  
**GENERATIONS OF EXECUTIVE BRANCH EMPLOYEES**  
**CALENDAR YEAR 2015 EMPLOYEE PROFILE**

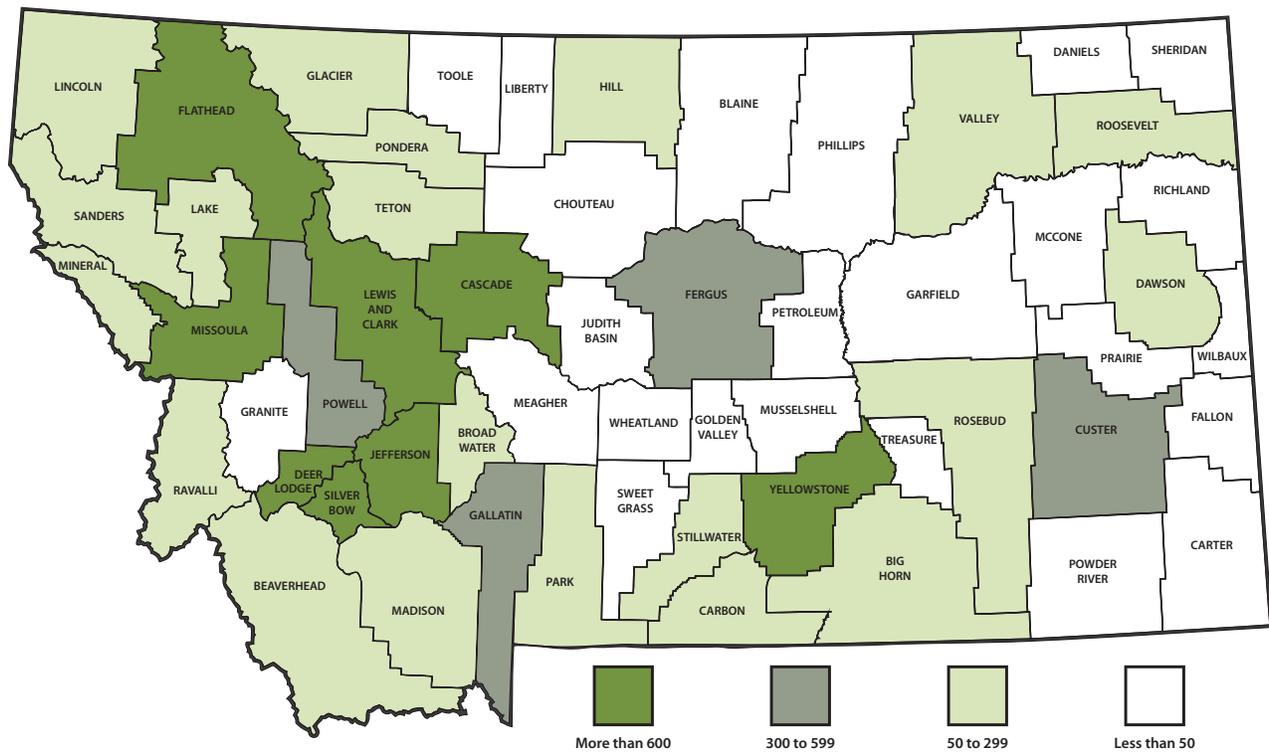


Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS), and Department of Labor and Industry, Research and Analysis Bureau

# 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 2015.

**FIGURE 3**  
**EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF RESIDENCE**  
**CALENDAR YEAR 2015 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 2015 EMPLOYEE PROFILE**

County	Resident Employees	Annual Payroll	County	Resident Employees	Annual Payroll
BEAVERHEAD	209	\$5,397,507	MCCONE	9	\$414,394
BIG HORN	50	\$1,743,333	MEAGHER	19	\$713,476
BLAINE	36	\$993,803	MINERAL	68	\$2,253,992
BROADWATER	147	\$6,171,933	MISSOULA	973	\$36,575,055
CARBON	70	\$2,469,987	MUSSELSHELL	34	\$1,339,023
CARTER	14	\$206,577	PARK	87	\$2,826,058
CASCADE	818	\$31,730,921	PETROLEUM	7	\$160,214
CHOUTEAU	31	\$1,013,478	PHILLIPS	19	\$718,962
CUSTER	336	\$13,480,630	PONDERA	65	\$2,338,102
DANIELS	15	\$531,770	POWDER RIVER	12	\$600,356
DAWSON	141	\$5,979,852	POWELL	540	\$20,417,872
DEER LODGE	893	\$27,123,367	PRAIRIE	20	\$761,885
FALLON	13	\$426,973	RAVALLI	236	\$8,457,497
FERGUS	387	\$11,722,201	RICHLAND	45	\$1,242,466
FLATHEAD	964	\$29,891,199	ROOSEVELT	80	\$3,386,895
GALLATIN	567	\$18,986,195	ROSEBUD	62	\$1,897,680
GARFIELD	24	\$450,910	SANDERS	147	\$3,005,999
GLACIER	64	\$2,264,481	SHERIDAN	23	\$855,659
GOLDEN VALLEY	11	\$421,345	SILVER BOW	853	\$32,908,503
GRANITE	41	\$1,547,691	STILLWATER	61	\$1,880,771
HILL	120	\$4,823,177	SWEET GRASS	25	\$967,140
JEFFERSON	839	\$36,018,738	TETON	64	\$2,180,372
JUDITH BASIN	28	\$832,546	TOOLE	36	\$1,653,748
LAKE	211	\$5,146,183	TREASURE	9	\$229,920
LEWIS AND CLARK	5366	\$265,843,765	VALLEY	120	\$4,821,558
LIBERTY	10	\$365,713	WHEATLAND	16	\$587,181
LINCOLN	186	\$5,069,654	WIBAUX	12	\$434,673
MADISON	81	\$2,352,000	YELLOWSTONE	1038	\$39,972,409



More than 600



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 TURNOVER RATE

The statewide turnover rate is the number of employees who terminated divided by the current executive-branch workforce. It does not include employees who transferred from one agency to another.

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

Employee turnover increased slightly from 13.24 percent in 2014 to 13.75 percent in 2015. Figure 5 illustrates turnover data for the past five years.

**FIGURE 5**  
**TURNOVER RATE**  
**BY YEAR**

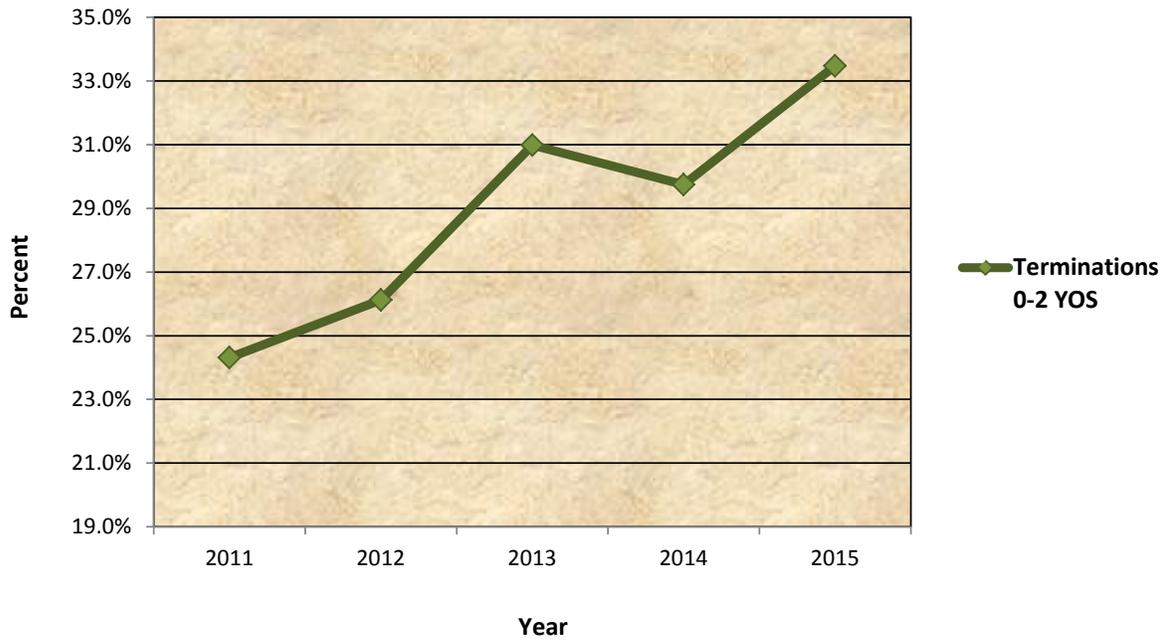


*Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)*

# TERMINATIONS

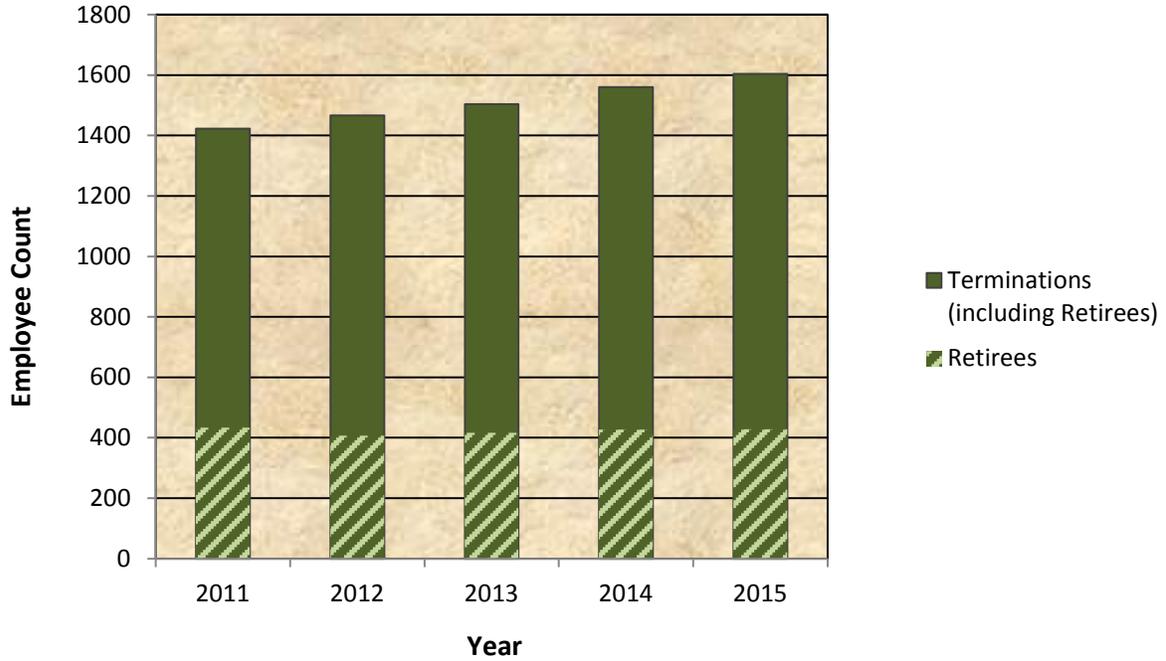
The number of employees leaving state government with less than two years of service increased slightly to 33.5 percent. Figure 6 illustrates terminations within the first two years of service for the past five years. Retirees from state government have remained relatively the same from 427 in 2014 to 428 in 2015. Figure 7 illustrates termination and retirement data for the past five years. Agency-specific turnover information for 2015 can be found in Appendix B.

**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 TERMINATIONS AND RETIREMENTS  
BY YEAR**



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

\*The total termination count for 2012 published in the 2013 Employee Profile did not include the retirees. In 2012 there were 1,466 total terminations, including retirees.

## **AGENCY TRANSFERS**

State employees may leave one agency and be hired into another agency. Executive-branch employees who transfer from one agency to another without a break in service of more than five days retain their longevity, leave, and other benefits. In 2015, 166 employees transferred without a break in service longer than five days.

Figure 8 provides details about employees who transferred from one agency to another. More information about agency transfers as part of overall hire and turnover rates can be found in Appendix B.

**FIGURE 8**  
**TRANSFERS TO AND FROM**  
**EXECUTIVE-BRANCH AGENCIES**  
**CALENDAR YEAR 2015 EMPLOYEE PROFILE**

Agency	Transfers To	Transfers From	NET Gain/Loss
Administration	15	22	-7
Agriculture	4	1	3
Board of Public Education	0	0	0
Commerce	5	4	1
Corrections	13	17	-4
Environmental Quality	4	7	-3
Fish, Wildlife, & Parks	5	6	-1
Governor's Office	1	3	-2
Justice	14	15	-1
Labor & Industry	20	22	-2
Livestock	0	3	-3
Military Affairs	4	2	2
Montana Arts Council	0	0	0
Montana Historical Society	3	1	2
Montana State Library	1	0	1
Natural Resources & Conservation	4	4	0
Office of Public Instruction	2	4	-2
Office of the Public Defender	3	1	2
Political Practices	0	0	0
Public Health & Human Services	32	29	3
Public Service Commission	2	0	2
Revenue	10	10	0
School for Deaf and Blind	0	0	0
Secretary of State	0	0	0
State Auditor	0	2	-2
Transportation	18	13	5

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

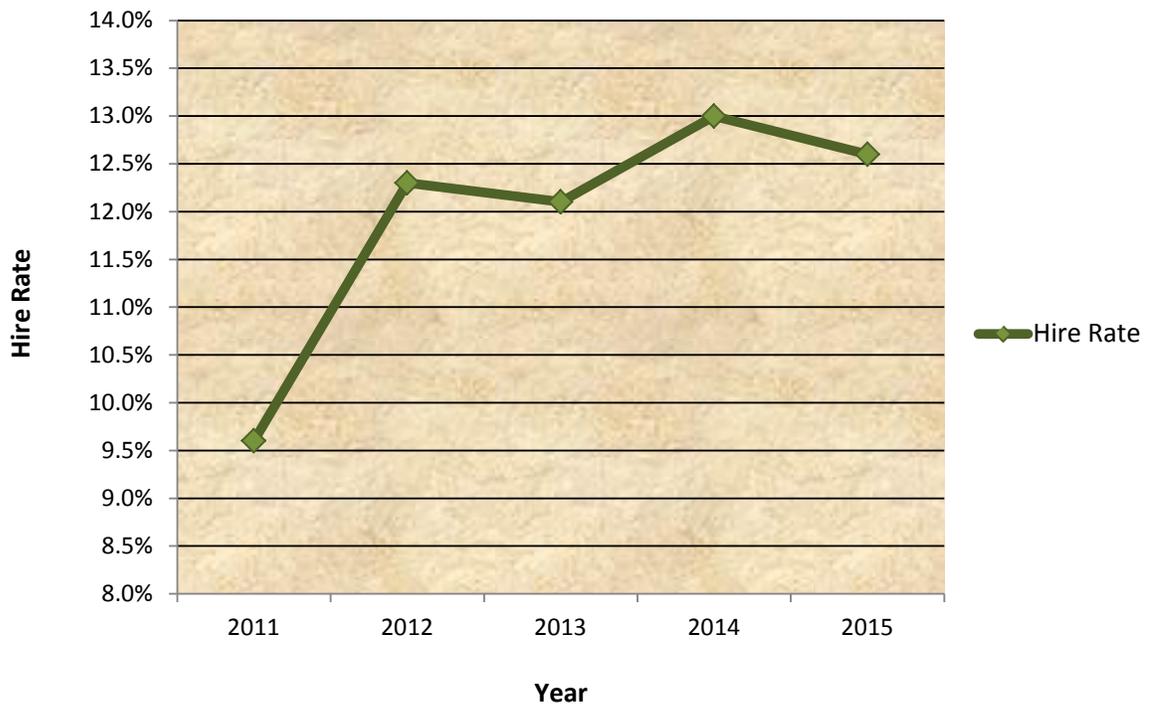
*Transfers To includes any employee who transferred to a position in the broadband or blue-collar pay plan. Transfers From includes any employee who transferred from a position in the broadband or blue-collar pay plan.*

# STATEWIDE HIRE RATES

The statewide hire rate includes all employees hired or rehired by executive-branch agencies divided by the total workforce. It does not include transfers from other agencies.

The total hire rate for 2015 was 12.6 percent. Figures 9 and 10 illustrate the hire rate and the total number of new hires and rehires for the past five calendar years. Agency-specific hire rates can be found in Appendix B.

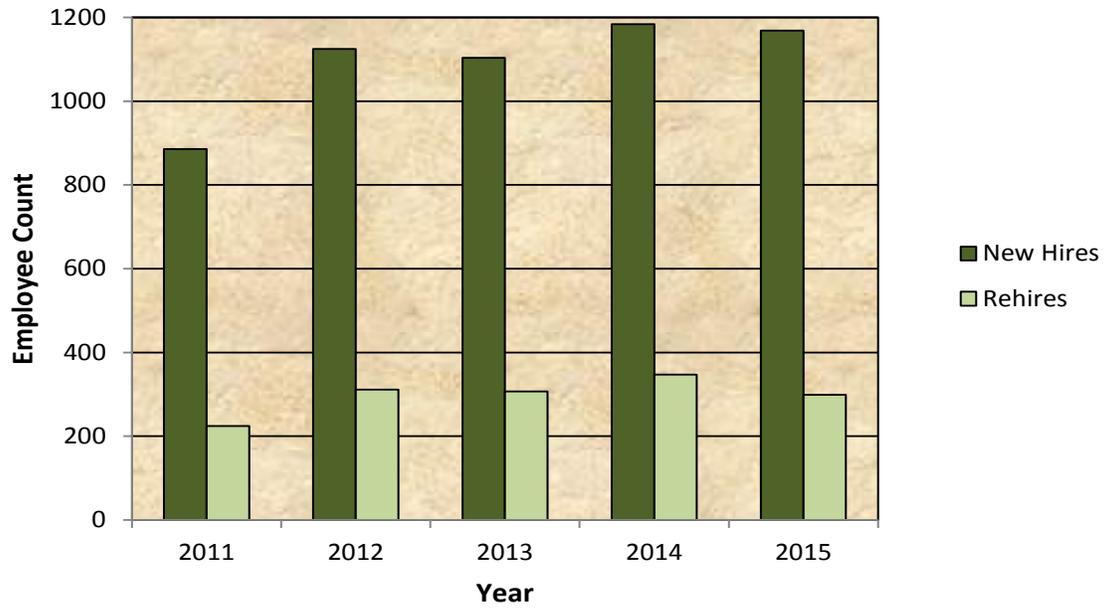
**FIGURE 9**  
**HIRE RATE BY YEAR**



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

*\*The total hire rate for 2013 published in the CY2013 Employee Profile inadvertently included transfers from other agencies in the statewide hire rate calculation. The statewide hire rate was reported as 13.4%, but in fact was 12.1%. The above chart has been corrected to reflect the accurate hire rate for 2013.*

**FIGURE 10**  
**NEW HIRES AND REHIRS**  
**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://statecareers.mt.gov> is one of the most frequently visited websites in Montana State Government. Figure 11 shows the agency-specific job listing and application numbers.

FIGURE 11  
AVERAGE APPLICANT POOL BY AGENCY  
FOR CALENDAR YEAR 2015

Agency	Job Listings	Job Applications	Application Pool Average
Administration	118	2,238	19
Agriculture	25	361	14
Board of Public Education	1	49	49
Commerce	39	1,021	26
Corrections	155	3,587	23
Environmental Quality	54	1,151	21
Fish, Wildlife and Parks	94	2,013	21
Governor's Office	2	51	26
Justice	112	2,721	24
Labor and Industry	137	2,802	20
Livestock	14	214	15
Military Affairs	38	735	19
Montana Arts Council	1	4	4
Montana Historical Society	15	231	15
Montana State Library	3	110	37
Natural Resources & Conservation	114	2,198	19
Political Practices	1	37	37
Office of Public Instruction	32	292	9
Office of State Public Defender	27	484	18
Public Health and Human Services	629	8,061	13
Public Service Commission	8	284	36
Revenue	154	1,459	9
School for the Deaf and Blind	11	43	4
Secretary of State	3	37	12
State Auditor	5	82	16
Transportation	245	3,494	14
<b>Total</b>	<b>2,037</b>	<b>33,759</b>	<b>17</b>

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

## RECRUITMENT AND RETENTION FORECAST

The Montana Department of Labor and Industry predicts job growth of approximately 7,860 jobs in 2015 and 2016, corresponding with an annual growth rate of 1.6 percent. Between 2017 and 2024 job growth will slow, with employment gains of approximately 5,950 jobs expected each year. In total, roughly 64,000 jobs will be created between 2014 and 2024. This growth rate is above the long-term average since 1976 of about 1.0 percent, but slower than the growth during the bubble years of 2001 to 2007. About 72 percent of those jobs will be in the service sector. The following are examples of service occupations:

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

Montana's labor market is beginning to enter a period of low supply, as the population ages and many baby boomers leave the labor force for retirement. While many Montanans continue to work past retirement age, 130,000 retirements are expected in the next ten years. In comparison, Montana's population consists of approximately 123,000 individuals aged 16 to 24, and not all of these young Montanans will choose to be in the labor force. Agency managers need 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 - 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 2015, 10,987 employees were in the broadband pay plan, and 677 employees were in the blue-collar pay plan.

### PAY PLANS FOR EXECUTIVE-BRANCH EMPLOYEES

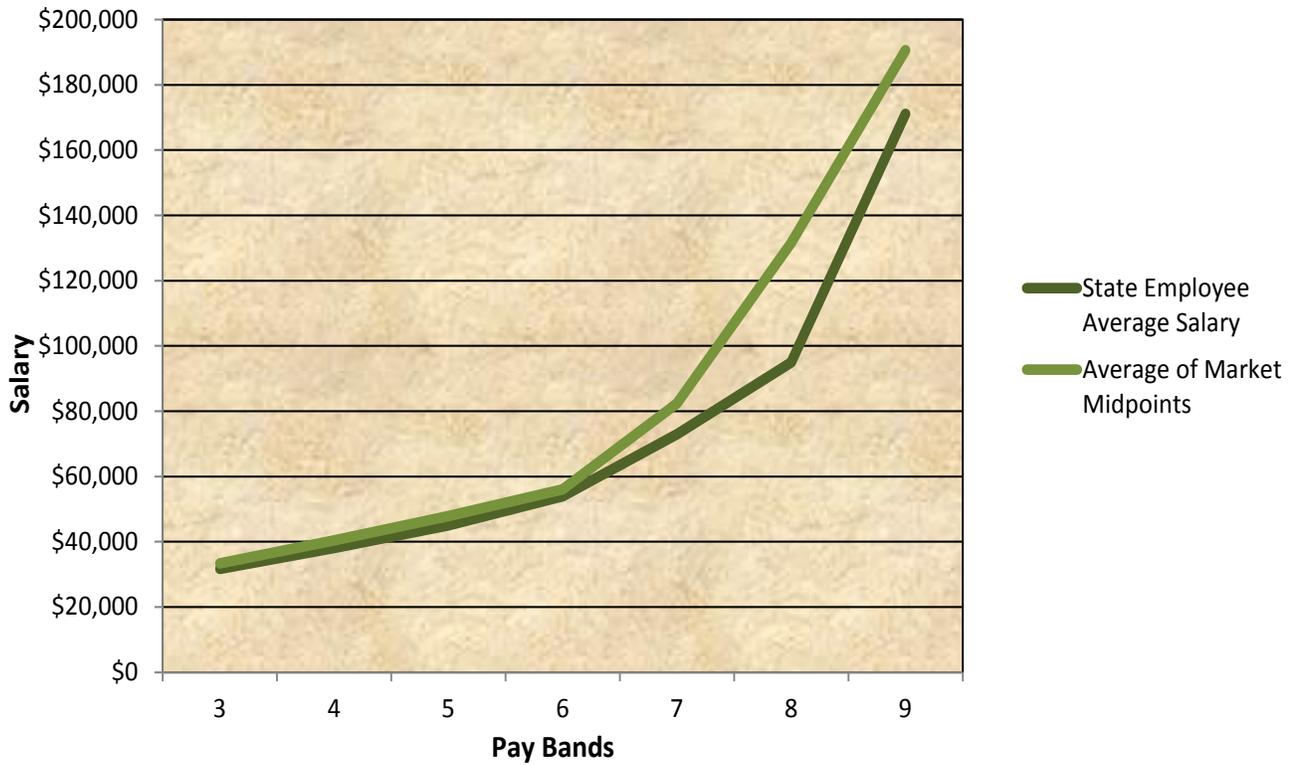
**Broadband Pay Plan** - The broadband pay plan became the primary pay plan July 1, 2007. It is an enterprise-wide plan allowing state agencies flexibility to develop their own pay plan rules within broad statutory and policy parameters and within authorized funding levels. Employees in this plan earned an average annual base salary of \$49,697 in 2015. This is a \$1,272 increase from 2014, when the average annual base salary was \$48,425.

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.

Figure 12 illustrates 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 2015 EMPLOYEE PROFILE**



*Source: 2014 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 2015 EMPLOYEE PROFILE**

Band	Number of Employees	State Employee Average Salary	Average of Market Midpoints	Amount Compared to Market	Percent Compared to Market
1	0	-	\$24,967	-	-
2	282	\$25,308	\$26,187	-\$879	-3.36%
3	1709	\$31,641	\$33,388	-\$1,748	-5.23%
4	1241	\$38,047	\$40,378	-\$2,331	-5.77%
5	2484	\$45,049	\$47,803	-\$2,755	-5.76%
6	3490	\$53,954	\$56,063	-\$2,109	-3.76%
7	1536	\$72,912	\$82,399	-\$9,487	-11.51%
8	217	\$94,971	\$131,611	-\$36,641	-27.84%
9	28	\$171,096	\$190,598	-\$19,502	-10.23%

*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 677 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 2015, full-time employees covered under the blue-collar plan received an average base annual salary of \$43,478.

# 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 2014 AND 2015 EMPLOYEE PROFILES**

Longevity Increments	Years of Service	Percent Increase	Total	2014 Employees	2015 Employees
First Increment	5	1.5%	1.5%	2,706	2,498
Second Increment	10	2.0%	3.5%	1,699	1,670
Third Increment	15	2.0%	5.5%	1,150	1,155
Fourth Increment	20	2.0%	7.5%	940	842
Fifth Increment	25	1.5%	9.0%	622	664
Sixth Increment	30	1.5%	10.5%	287	248
Seventh Increment	35	1.5%	12.0%	148	138
Eighth Increment	40	1.5%	13.5%	29	28
Ninth Increment	45	1.5%	15.0%	0	2
Tenth Increment	50	1.5%	16.5%	1	1
<b>Total</b>				<b>7,582</b>	<b>7,246</b>

*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 regarding the statutory holiday, vacation, and sick-leave benefits provided to eligible state employees.

## GROUP BENEFITS

During 2015, 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;
- four no-member-cost counseling visits;
- 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>3</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 2015, the state contribution was \$887 per month.

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

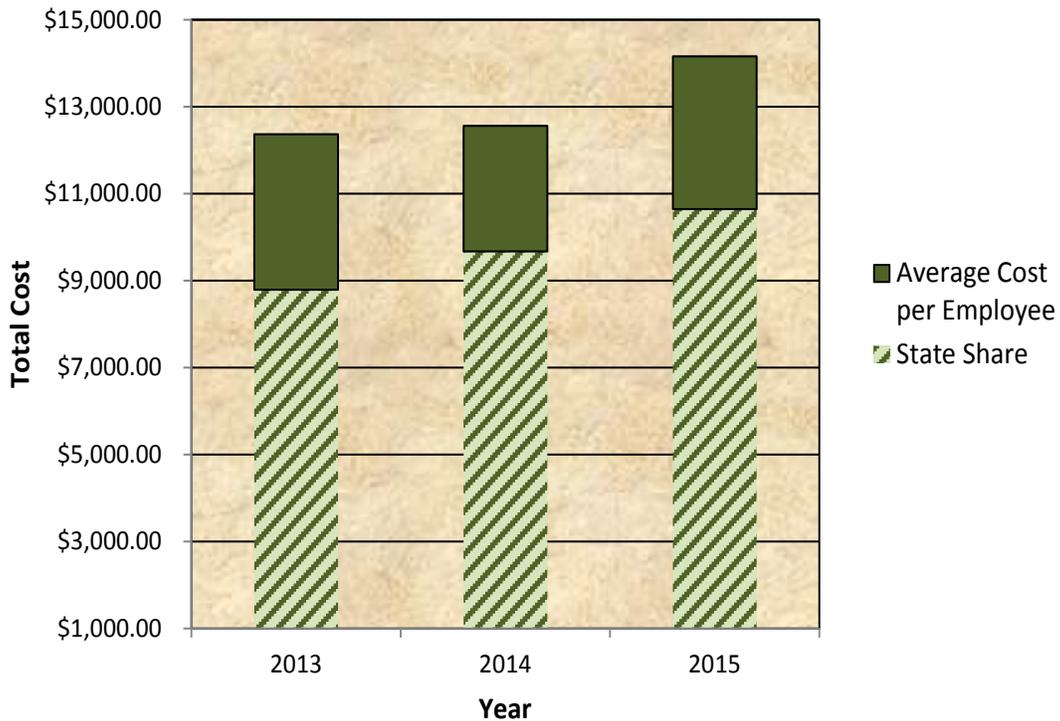
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<sup>3</sup> Prior to 1979, agencies individually offered group benefits to their employees.

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 2013, the average total benefit cost was \$12,364 and \$3,568 was paid by the employee. In 2014, the average total benefit cost was \$12,563 and \$2,891 was paid by the employee. In 2015, the average total benefit cost was \$14,161.13 and \$3,517.13 was paid by the employee. Figure 15 depicts the rising 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 2015, 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 2015. This average is the same in 2014 and 2013.

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**

<b>Years of Employment</b>	<b>Days Earned</b>
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 2015, executive-branch employees maintained an average balance of 34 days of sick leave. Executive-branch employees used an average of eight days of sick leave in 2015. This average is the same in 2014 and 2013.

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>4</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	10,586
PERS Defined Contribution Retirement Plan	1,088
Highway Patrol Officers' Retirement System	242
Game Wardens' and Peace Officers' Retirement System	947
Sheriffs' Retirement System	61
Firefighters' Unified Retirement System	21
Teachers' Retirement System	171

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>4</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, 2015, 4,112 state employees were participating in the program.<sup>5</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 out 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>5</sup> 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 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>6</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

Overall, little change occurred in executive-branch demographics between 2014 and 2015. Ninety-seven percent of executive-branch employees specified a race. Below are the highlights of the 2015 diversity statistics:

- The percent of women in the executive branch is 3.5 percent higher than the Montana labor force.
- There are 3.46 percent fewer American Indian or Alaska Native employees in state government than in the Montana labor force.
- There are 1.46 percent fewer other minority group employees in state government than the Montana labor force.

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<sup>6</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-seven percent of the female workforce is in professional and technical occupations. Figure 19 shows the executive branch by gender.

**FIGURE 19**  
**EXECUTIVE BRANCH BY GENDER**  
**CALENDAR YEAR 2015 EMPLOYEE PROFILE**

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	719	323	44.92%	396	55.08%
Professionals	6,262	3,451	55.11%	2,811	44.89%
Technicians	1,661	1,117	67.25%	544	32.75%
Protective Service	964	149	15.46%	815	84.54%
Paraprofessionals	479	325	67.85%	154	32.15%
Administrative Support	439	375	85.42%	64	14.58%
Skilled Craft	826	27	3.27%	799	96.73%
Service Maintenance	314	130	41.40%	184	58.60%
<b>Total</b>	<b>11,664</b>	<b>5,897</b>	<b>50.56%</b>	<b>5,767</b>	<b>49.44%</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 2013 American Community Survey, 15.8 percent of the total Montana civilian non-institutionalized population age 16 and older have a disability. Of those individuals, 26 percent were employed in the Montana labor force.

Montana State Government, which includes all branches of state government and the university system, employs 6.6 percent, or 2,187, of the people with disabilities employed in Montana. However, only 89 executive branch employees reported having a disability to their employer. The difference between these two numbers indicates employees with disabilities choose not to self-identify their disability status to employers.

## CHAPTER 5 - COLLECTIVE BARGAINING

Sixty-two 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. 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(8), MCA).

## EXTENT OF UNIONIZATION

The executive branch includes 63 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).

The Montana Public Employees Association (MPEA) is the largest state employee union. Three unions (MPEA, Montana Education Association and Montana Federation of Teachers [MEA-MFT], and the American Federation of State, County, and Municipal Employees [AFSCME]) represent 91 percent of organized state employees.

The number of employees represented by the individual bargaining units ranges from ten to 3,209. 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 20 shows the number of unionized employees by bargaining agent. Figure 21 shows the number of organized employees by executive-branch agency.

**FIGURE 20**  
**NUMBER OF UNIONIZED STATE EMPLOYEES BY BARGAINING AGENT**  
**CALENDAR YEAR 2015 EMPLOYEE PROFILE**

Exclusive Bargaining Agent	Employees Represented	Percent
American Federation of State, County & Municipal Employees (AFSCME)	827	7.09%
Capitol Complex Craft Council	20	0.17%
Department of Transportation Craft Council	408	3.50%
Great Falls Airport Firefighters Association	26	0.22%
International Association of Machinists (IAM)	11	0.09%
International Brotherhood of Teamsters	12	0.10%
Labor Relations and Appeals Union	10	0.09%
Montana Developmental Center Craft Council	11	0.09%
Montana Education Association and Montana Federation of Teachers (MEA-MFT)	2,005	17.19%
Montana Nurses Association	79	0.68%
Montana Public Employees Association - MEA-MFT Revenue	463	3.97%
Montana Public Employees Association (MPEA)	3,209	27.51%
Montana State Hospital Craft Council	33	0.28%
Montana State Prison Craft Council	18	0.15%
Unite HERE Local 427	18	0.15%
United Food and Commercial Workers	23	0.20%
<b>Total Executive-Branch State Employees ---11,664</b>	<b>7,173</b>	<b>61.50%</b>

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

**FIGURE 21**  
**NUMBER OF UNIONIZED STATE EMPLOYEES BY AGENCY**  
**CALENDAR YEAR 2015 EMPLOYEE PROFILE**

<b>Executive Branch Agency</b>	<b>Total Employees</b>	<b>Total Union Employees</b>	<b>Percent Union</b>
Administration	539	74	13.73%
Agriculture	98	68	69.39%
Board of Public Education	3	0	0.00%
Commerce	179	0	0.00%
Corrections	1,236	820	66.34%
Environmental Quality	409	280	68.46%
Fish, Wildlife, & Parks	666	180	27.03%
Governor's Office	32	0	0.00%
Justice	767	343	44.72%
Labor & Industry	754	472	62.60%
Livestock	127	0	0.00%
Military Affairs	212	79	37.26%
Montana Arts Council	8	0	0.00%
Montana Historical Society	63	42	66.67%
Montana State Library	53	0	0.00%
Natural Resources & Conservation	478	11	2.30%
Office of Public Instruction	161	125	77.64%
Office of the Public Defender	221	176	79.64%
Political Practices	6	0	0.00%
Public Health & Human Services	2,898	2,350	81.09%
Public Service Commission	25	0	0.00%
Revenue	621	472	76.01%
School for Deaf & Blind	38	26	68.42%
Secretary of State	46	0	0.00%
State Auditor	64	0	0.00%
Transportation	1,960	1,655	84.44%
<b>Total</b>	<b>11,664</b>	<b>7,173</b>	<b>61.50%</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>7</sup>

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<sup>7</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 2015 EMPLOYEE PROFILE

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	719	686	95.41%	10	1.39%	6	0.83%
Professional	6,262	5,829	93.09%	146	2.33%	139	2.22%
Technicians	1,661	1,534	92.35%	31	1.87%	46	2.77%
Protective Service	964	882	91.49%	17	1.76%	34	3.53%
Paraprofessional	479	442	92.28%	11	2.30%	18	3.76%
Administrative Support	439	408	92.94%	11	2.51%	7	1.59%
Skilled Craft	826	759	91.89%	43	5.21%	6	0.73%
Service Maintenance	314	284	90.45%	8	2.55%	12	3.82%
<b>Total</b>	<b>11,664</b>	<b>10,824</b>	<b>92.80%</b>	<b>277</b>	<b>2.37%</b>	<b>268</b>	<b>2.30%</b>

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

**Note:** Table does not include the 295 (2.53%) employees who did not specify their race.

# 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 2015 EMPLOYEE PROFILE

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	719	323	44.92%	396	55.08%
Professionals	6,262	3,451	55.11%	2,811	44.89%
Technicians	1,661	1,117	67.25%	544	32.75%
Protective Service	964	149	15.46%	815	84.54%
Paraprofessionals	479	325	67.85%	154	32.15%
Administrative Support	439	375	85.42%	64	14.58%
Skilled Craft	826	27	3.27%	799	96.73%
Service Maintenance	314	130	41.40%	184	58.60%
<b>Total</b>	<b>11,664</b>	<b>5,897</b>	<b>50.56%</b>	<b>5,767</b>	<b>49.44%</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 2015 EMPLOYEE PROFILE

EEO Category	Employees	White	American Indian or Alaska Native	All Other Minorities
Officials and Managers	\$78,538	\$78,660	\$81,746	\$76,063
Professional	\$54,047	\$54,281	\$49,153	\$51,980
Technicians	\$37,012	\$37,073	\$36,017	\$36,825
Protective Service	\$44,434	\$44,789	\$38,534	\$41,245
Paraprofessional	\$29,049	\$29,111	\$28,160	\$29,030
Administrative Support	\$32,708	\$32,842	\$29,248	\$32,743
Skilled Craft	\$45,365	\$45,495	\$45,401	\$41,075
Service Maintenance	\$33,403	\$33,722	\$34,661	\$27,387

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

### AVERAGE ANNUAL SALARY BY GENDER CALENDAR YEAR 2015 EMPLOYEE PROFILE

EEO Category	Employees	Women	Men	Women to Men Ratio
Officials and Managers	\$78,538	\$76,048	\$80,569	94%
Professional	\$54,047	\$50,411	\$58,511	86%
Technicians	\$37,012	\$34,768	\$41,620	84%
Protective Service	\$44,434	\$41,032	\$45,056	91%
Paraprofessional	\$29,049	\$29,042	\$29,065	100%
Administrative Support	\$32,708	\$32,729	\$32,583	100%
Skilled Craft	\$45,365	\$39,752	\$45,555	87%
Service Maintenance	\$33,403	\$25,654	\$38,878	66%

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 SERVICE CALENDAR YEAR 2015 EMPLOYEE PROFILE

Agency	Executive Branch Workforce	Average Age	Years of Service
Administration	539	47	12
Agriculture	98	46	10
Board of Public Education	3	49	16
Commerce	179	47	11
Department of Corrections	1,236	44	10
Environmental Quality	409	47	12
Fish, Wildlife, & Parks	666	45	13
Governor's Office	32	49	11
Justice	767	44	12
Labor & Industry	754	49	12
Livestock	127	50	15
Military Affairs	212	46	9
Montana Arts Council	8	54	16
Montana Historical Society	63	49	14
Montana State Library	53	48	13
Natural Resources & Conservation	478	47	13
Office of Public Instruction	161	50	12
Office of the Public Defender	221	44	7
Political Practices	6	46	6
Public Health & Human Services	2,898	46	10
Public Service Commission	25	43	10
Revenue	621	47	11
School for Deaf & Blind	38	49	11
Secretary of State	46	49	14
State Auditor	64	48	12
Transportation	1,960	47	13
<b>Total</b>	<b>11,664</b>	<b>46</b>	<b>12</b>

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

**HIRE AND TURNOVER RATES BY AGENCY  
CALENDAR YEAR 2015 EMPLOYEE PROFILE**

<b>Agency</b>	<b>Executive Branch Workforce</b>	<b>Hires</b>	<b>Hire Rate</b>	<b>Turnover</b>	<b>Turnover Rate</b>
Administration	539	78	14.5%	99	18.37%
Agriculture	98	13	13.3%	14	14.29%
Board of Public Education	3	0	0.0%	1	33.33%
Commerce	179	21	11.7%	28	15.64%
Corrections	1,236	232	18.8%	228	18.45%
Environmental Quality	409	38	9.3%	43	10.51%
Fish, Wildlife, & Parks	666	74	11.1%	60	9.01%
Governor's Office	32	6	18.8%	3	9.38%
Justice	767	81	10.6%	95	12.39%
Labor & Industry	754	101	13.4%	100	13.26%
Livestock	127	22	17.3%	25	19.69%
Military Affairs	212	46	21.7%	36	16.98%
Montana Arts Council	8	0	0.0%	0	0.00%
Montana Historical Society	63	9	14.3%	9	14.29%
Montana State Library	53	6	11.3%	4	7.55%
Natural Resources & Conservation	478	45	9.4%	50	10.46%
Office of Public Instruction	161	14	8.7%	20	12.42%
Office of the Public Defender	221	54	24.4%	35	15.84%
Political Practices	6	1	16.7%	1	16.67%
Public Health & Human Services	2,898	568	19.6%	630	21.74%
Public Service Commission	25	4	16.0%	6	24.00%
Revenue	621	80	12.9%	96	15.46%
School for Deaf & Blind	38	2	5.3%	4	10.53%
Secretary of State	46	3	6.5%	2	4.35%
State Auditor	64	3	4.7%	4	6.25%
Transportation	1,960	127	6.5%	177	9.03%
<b>Total</b>	<b>11,664</b>	<b>1,628</b>	<b>14.0%</b>	<b>1,770</b>	<b>15.17%</b>

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

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

*Overall turnover at the agency level includes employees who terminated from that agency, including employees who transferred to another state agency.*

**TURNOVER RATES AND 0-2 YEARS TURNOVER BY AGENCY  
CALENDAR YEAR 2015 EMPLOYEE PROFILE**

Agency	Executive Branch Workforce	Turnover	Turnover Rate	0-2 Year Turnover	0-2 year Turnover Rate
Administration	539	99	18.37%	15	15.15%
Agriculture	98	14	14.29%	3	21.43%
Board of Public Education	3	1	33.33%	0	0.00%
Commerce	179	28	15.64%	8	28.57%
Corrections	1,236	228	18.45%	93	40.79%
Environmental Quality	409	43	10.51%	2	4.65%
Fish, Wildlife, & Parks	666	60	9.01%	16	26.67%
Governor's Office	32	3	9.38%	0	0.00%
Justice	767	95	12.39%	22	23.16%
Labor & Industry	754	100	13.26%	19	19.00%
Livestock	127	25	19.69%	5	20.00%
Military Affairs	212	36	16.98%	12	33.33%
Montana Arts Council	8	0	0.00%	0	0.00%
Montana Historical Society	63	9	14.29%	1	11.11%
Montana State Library	53	4	7.55%	0	0.00%
Natural Resources & Conservation	478	50	10.46%	7	14.00%
Office of Public Instruction	161	20	12.42%	1	5.00%
Office of the Public Defender	221	35	15.84%	11	31.43%
Political Practices	6	1	16.67%	1	0.00%
Public Health & Human Services	2,898	630	21.74%	265	42.06%
Public Service Commission	25	6	24.00%	1	16.67%
Revenue	621	96	15.46%	21	21.88%
School for Deaf & Blind	38	4	10.53%	0	0.00%
Secretary of State	46	2	4.35%	0	0.00%
State Auditor	64	4	6.25%	0	0.00%
Transportation	1,960	177	9.03%	34	19.21%

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

Overall turnover at the agency level includes employees who terminated from that agency, including employees who transferred to another state agency.

Turnover at the agency level during the first two years of employment with the state includes terminations from the state but does not include employees who transferred to another agency.

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