

**SBI35**

SENATE FINANCE COMMITTEE REPORT

DATE: 3/26/91

FURTHER:

DATE TURNED INTO OFFICE: 4/17/91

The Finance Committee considered SENATE BILL NO. 135

"An Act relating to the state personnel system and to membership on the Public Employees' Retirement Board; and providing for an effective date."

and recommended:

- [ ] replace with CS
[ ] or adopt CS
[ ] attached amendment(s)
[ ] letter of intent adopted
[ ] same title
[ ] new title
[ ] technical title change (HB only)

- [ ] do pass
[ ] do not pass
[ ] no recommendation
[ ] individual recommendations
[ ] further referral to

ATTACHES NEW FISCAL NOTE(S):
[ ] fiscal note(s) Dept/Date:
[ ] zero fiscal note(s)

APPROVES PREVIOUS:
[ ] fiscal note(s) Dept/Date: DOA 3.2 3/1/91
[ ] zero fiscal note(s)

[ ] appropriation-no fiscal note

SIGNING DO PASS:

OTHER RECOMMENDATIONS:

Handwritten signatures for signing do pass.

Handwritten other recommendations: No Rec - Bill Colson, L... No Rec, Dub Stanley Do Not Pass

1. [Signature] 2. [Signature]
Co-Chairs: Signatures and Recommendations

STATE OF ALASKA  
1991 LEGISLATIVE SESSION

FISCAL NOTE

No. 1

Bill Version: SA 135

(S) Publish Date: 3/26/91

Revision Date: \_\_\_\_\_  
Title: State personnel system and membership of PERS Board.

Department Affected: Administration  
BRU: Personnel  
Component: Personnel

Sponsor: Duncan  
Requestor: Senate State Affairs

COMPONENT SERIAL NO. 

		5	6
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Expenditures/Revenues: (Thousands of Dollars)

OPERATING	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
PERSONAL SERVICES						
TRAVEL	3.3	6.7	6.7	6.7	6.7	6.7
CONTRACTUAL						
SUPPLIES						
EQUIPMENT						
LAND & STRUCTURES						
GRANTS, CLAIMS						
MISCELLANEOUS						
TOTAL OPERATING	3.3	6.7	6.7	6.7	6.7	6.7

CAPITAL						
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REVENUE						
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FUNDING: (Thousands of Dollars)

GENERAL FUND	3.3	6.7	6.7	6.7	6.7	6.7
FEDERAL FUNDS						
OTHER						
TOTAL						

POSITIONS:

FULL-TIME	0	0	0	0	0	0
PART-TIME	0	0	0	0	0	0
TEMPORARY	0	0	0	0	0	0

Estimate of current year impact: 0

ANALYSIS: (Attach a separate page if necessary.)

This bill is effective January 1, 1992, or mid way through FY 92. The added costs are for two additional members on the Personnel Board. We assume four meetings of the Board per year and that the new members will have to travel for the meetings.

Prepared by: David K. F. Otto *Richard P. DuRuelle*  
Division: Personnel

Phone: 465-4430  
Date: 3/28/91

Approved by Commissioner: Millett Keller *Millett Keller*  
Agency: Administration

Date: 3/1/91

Distribution (by preparer): Legislative Finance, Legislative Sponsor, Requestor, OMB, & Impacted Agency(ies).

## SENATE BILL NO. 135

IN THE LEGISLATURE OF THE STATE OF ALASKA

SEVENTEENTH LEGISLATURE - FIRST SESSION

BY SENATOR DUNCAN

Introduced: 2/20/91  
Referred: State Affairs and Finance

## A BILL

## FOR AN ACT ENTITLED

1 "An Act relating to the state personnel system and to membership on the Public  
2 Employees' Retirement Board; and providing for an effective date."

3 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:

4 \* Section 1. AS 18.07.111(9) is amended to read:

5 (9) "health care facility" means a private, municipal, state or federal hospital,  
6 psychiatric hospital, tuberculosis hospital, skilled nursing facility, kidney disease treatment center  
7 (including freestanding hemodialysis units), intermediate care facility, and ambulatory surgical  
8 facility; the term excludes

9 (A) an Alaska Pioneers' Home administered by the Department of  
10 Administration under AS 44.21.020 [AS 44.21.020(10)] and AS 47.55; and

11 (B) the offices of private physicians or dentists whether in individual or  
12 group practice;

13 \* Sec. 2. AS 39.25.040 is amended to read:

14 Sec. 39.25.040. DIRECTOR OF PERSONNEL. The head of the division of personnel

1 is the director of personnel appointed by the personnel board [COMMISSIONER OF  
2 ADMINISTRATION] and responsible to the board [COMMISSIONER OF ADMINISTRATION]  
3 for the execution of the duties and responsibilities imposed by this chapter and the rules adopted  
4 under this chapter. The director of personnel shall have at least five [THREE] years of  
5 professional [PRACTICAL] working experience in the field of personnel administration. The  
6 personnel board may establish additional qualifications for the personnel director. The  
7 director serves at the pleasure of the personnel board.

8 \* Sec. 3. AS 39.25.060(a) is amended to read:

9 (a) The personnel board is composed of five [THREE] members appointed by the  
10 governor and confirmed by the legislature meeting in joint session. The board shall contain a  
11 representative from management, labor, the public, minority groups, and the rural areas  
12 of the state. Each member of the board must be supportive of the merit principles of  
13 employment, and have demonstrated an interest in public administration and the  
14 development of efficient methods of employing personnel and administering personnel  
15 systems. The term of office of a member is six years. A vacancy in an unexpired term shall  
16 be filled by appointment by the governor for the remainder of the term. The appointment is  
17 subject to confirmation in the same manner as a full-term appointment.

18 \* Sec. 4. AS 39.25.060(b) is amended to read:

19 (b) Members of the board may not be employees of the state. Not more than three  
20 [TWO] members of the board may be members of the same political party.

21 \* Sec. 5. AS 39.25.070 is amended to read:

22 Sec. 39.25.070. POWERS AND DUTIES OF PERSONNEL BOARD. In addition to the  
23 other duties imposed by this chapter, the personnel board shall

24 (1) approve or disapprove amendments to the personnel rules in accordance with  
25 AS 39.25.140;

26 (2) consider and act upon recommendations for the extension of the partially  
27 exempt service and the classified service as provided in AS 39.25.130;

28 (3) hear and determine appeals by employees in the classified service as provided  
29 in AS 39.25.170;

30 (4) establish its own rules of procedure; three [TWO] members constitute a  
31 quorum for the transaction of business and three [TWO] affirmative votes are required for final

1 action on matters acted upon by the board;

2 (5) elect a chairman from its membership;

3 (6) have the power to administer oaths, subpoena witnesses, and compel the  
4 production of books and papers pertinent to a hearing authorized by this chapter;

5 (7) employ staff members, who shall be in the classified service;

6 (8) retain independent counsel in accordance with AS 39.52.310(c);

7 (9) appoint, and review the findings, conclusions, and recommendations of,  
8 hearing officers in accordance with AS 39.52.350(c), 39.52.360, and 39.52.370;

9 (10) issue findings, conclusions, and decisions regarding violations of the code  
10 of ethics in AS 39.52.110 - 39.52.190; and

11 (11) impose the penalties described in AS 39.52.410, 39.52.440, and 39.52.450.

12 \* Sec. 6. AS 39.25.130(a) is amended to read:

13 (a) The personnel board, upon written recommendation of the director of  
14 personnel [COMMISSIONER OF ADMINISTRATION], may extend the partially exempt service  
15 to include any position in the classified service which, in the judgment of the board,

16 (1) involves principal responsibility for the determination of policy;

17 (2) involves principal responsibility for the way in which policies are carried out;

18 or

19 (3) involves responsibilities and duties of a type not susceptible to the ordinary  
20 recruiting and examining procedures.

21 \* Sec. 7. AS 39.25.130(c) is amended to read:

22 (c) The personnel board, upon written recommendation of the director of personnel  
23 [COMMISSIONER OF ADMINISTRATION], may extend the classified service to include any  
24 position in the partially exempt service.

25 \* Sec. 8. AS 39.25.140(a) is amended to read:

26 (a) The director of personnel shall prepare and submit to the personnel  
27 board [COMMISSIONER OF ADMINISTRATION ANY] proposed amendments to the  
28 personnel rules for all positions and employees subject to this chapter.

29 \* Sec. 9. AS 39.25.140(g) is amended to read:

30 (g) An amendment to the personnel rules takes effect 30 days after it is approved by the  
31 personnel board. The board, if requested to do so, shall [MAY] hold one or more [A] public

1 hearings [HEARING] on a proposed amendment. The hearings shall permit public  
2 participation from around the state in person or by telephone or teleconference.

3 \* Sec. 10. AS 39.25.150(1) is amended to read:

4 (1) the preparation, maintenance, and revision by the director of personnel, subject  
5 to approval of the [COMMISSIONER OF ADMINISTRATION AND THE] personnel board, of  
6 a position classification plan for all positions in the classified and partially exempt services; the  
7 position classification plan must [SHALL] include

8 (A) a grouping together of all positions into classes on the basis of duties  
9 and responsibilities;

10 (B) an appropriate title, a description of the duties and responsibilities,  
11 training and experience qualifications, and other necessary specifications for each class  
12 of positions;

13 \* Sec. 11. AS 39.25.153(d) is amended to read:

14 (d) The assumption of a power set out in (b) of this section must be approved by the  
15 director of personnel [COMMISSIONER OF ADMINISTRATION] and must be in harmony  
16 with the merit principle of personnel administration (AS 39.25.010).

17 \* Sec. 12. AS 39.35.030(b) is amended to read:

18 (b) Three members of the board are the members of the personnel board of the  
19 Department of Administration (AS 39.25.060) designated by the chair of the personnel board.

20 \* Sec. 13. AS 44.21.020 is amended to read:

21 Sec. 44.21.020. DUTIES OF DEPARTMENT. The Department of Administration shall

22 (1) [REPEALED

23 (2)] make surveys and studies to improve administrative procedures, methods, and  
24 organization;

25 (2) [(3)] keep general accounts;

26 (3) [(4)] approve vouchers and disburse funds for all purposes;

27 (4) [(5)] operate centralized purchasing and supply services, and necessary  
28 storerooms and warehouses;

29 (5) [(6)] allot space in state buildings to the various departments according to  
30 need and available space;

31 (6) [(7)] supervise telephone, mailing, messenger, duplicating, and similar services

- 1           adaptable to centralized management;
- 2                   (7) [(8)] administer the public employees' retirement system and teachers'
- 3 retirement system;
- 4                   (8) [(9)] administer a statewide personnel program, including central personnel
- 5 services as directed by the personnel board such as recruitment, examination, position
- 6 classification, and pay administration;
- 7                   (9) [(10)] administer the Alaska Pioneers' Homes;
- 8                   (10) [(11)] administer and supervise a statewide automatic data processing
- 9 program;
- 10                  (11) [(12) REPEALED
- 11                  (13)] study, design, implement, and manage the telecommunications systems and
- 12 services of the state under AS 44.21.305 - 44.21.330.
- 13 \* Sec. 14. Notwithstanding the amendment to AS 39.25.060(a) made by sec. 3 of this Act, one of
- 14 the additional members appointed to the personnel board shall serve for a term expiring in 1995, and
- 15 the second additional member shall serve for a term expiring in 1993.
- 16 \* Sec. 15. AS 39.25.140(b) is repealed.
- 17 \* Sec. 16. This Act takes effect January 1, 1992.

## SB 135 SECTIONAL ANALYSIS

### Section 1

This is a housekeeping change to correspond with a numbering change in Section 13.

### Section 2

Amends AS 39.25.040 by changing the appointing authority for the Director, Division of Personnel from the Commissioner of Administration to the Personnel Board.

It also changes the qualifications for the Director by requiring five years of professional personnel management experience rather than three years of practical personnel management experience. This section also permits the Personnel Board to establish additional qualifications.

### Section 3

Amends AS 39.25.060(a) by increasing the membership of the Personnel Board from three to five. New language designates seats as management, labor, public, minority groups, and rural areas of the state. Board members are required to support merit principles of employment and possess a demonstrated interest in public administration.

### Section 4

Amends AS 39.25.060(b) by specifying that not more than three members of the Personnel Board may be members of the same political party. This amendment is necessary to reflect increased board membership proposed by this legislation.

### Section 5

Two amendments are made to AS 39.25.070 in this section to reflect increased board membership. Paragraph four requires three members to constitute a quorum and three affirmative votes for final action on matters coming before the board.

## Section 6

Amends AS 39.25.130(a) by changing the authority for recommendations on the extension of the partially exempt service to the classified service from the Commissioner of Administration to the Director, Division of Personnel

## Section 7

Amends AS 39.25.130(c) by changing the authority for recommendations on the extension of the classified service to the partially exempt service from the Commissioner of Administration to the Director, Division of Personnel

## Section 8

Amends AS 39.25.140(a) by requiring the Director to submit amendments to the Personnel Rules to the Personnel Board rather than the Commissioner of Administration.

## Section 9

This section amends AS 39.25.140(g) and requires the Personnel Board to conduct public hearings if requested on proposed amendments to the Personnel Rules. The amendment allows participation in person, by telephone, or teleconference.

## Section 10

Amends AS 39.25.150(1) and removes the power of the Commissioner of Administration relating to the position classification plan. The other change in this section is a technical amendment.

## Section 11

Amends AS 39.153(d) and gives the Director, Division of Personnel rather than the Commissioner of Administration the responsibility of approving position classifications by the departments named in AS 39.25.153(b).

## Section 12

Amends AS 39.35.030(b) by addressing membership on the Public Employees Retirement System Board. It provides for selection of three Personnel Board members by the board chair to serve on the PERS board.

## Section 13

Amends AS 44.21.020 to clarify in item eight that administration of a statewide personnel program is "directed by the personnel board." Other housekeeping changes renumber listed duties.

## Section 14

Sets the initial terms of the two additional members of the Personnel Board.

## Section 15

Eliminates the review of amendments of Personnel Rules by the Commissioner of Administration by repealing AS 39.25.140(b).

## Section 16

Provides for an effective date of January 1, 1992

# Alaska State Legislature

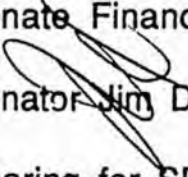


SENATOR JIM DUNCAN

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COMMITTEES:  
FINANCE  
VICE CHAIR —  
HEALTH EDUCATION  
& SOCIAL SERVICES  
BUDGET & AUDIT  
BANKING &  
ECONOMIC  
DEVELOPMENT

To: Senator Pat Pourchot  
Co-Chair  
Senate Finance Committee

From:  Senator Jim Duncan

Subject: Hearing for SB 135

Date: March 27, 1991

I would appreciate the earliest possible hearing for Senate Bill 135 by the Senate Finance Committee.

The object of this measure is to provide insulation from political influence for the merit system of employment. I feel this is our responsibility as lawmakers since Article XII, Section 6 of the Alaska Constitution directs the Legislature to establish a merit system of employment. This goal is accomplished through various amendments to AS 39 proposed in SB 135.

The bill expands representation on the Personnel Board and provides it the duty of appointing the Director, Division of Personnel. The board is increased from three to five members and responds to concerns raised in the past by minority and rural groups by designating representation of these groups on the board. The other seats are designated as management, labor and public. The bill requires board members to support and possess a demonstrated interest in the application of merit principles to public employment.

Senate Bill 135 provides continuity in management of the merit system by providing for appointment of the Division of Personnel Director by the board. The Director traditionally changes with each change in the administration because it is a direct political appointment. With adoption of this measure an overlap between administrations is not possible, but probable. Current law directs the Commissioner of Administration to appoint the Director. This system proposed in SB 135 is currently used for the appointment of Commissioners in the Departments of Education and Fish and Game.

There is also precedence in other states for my proposal. The director is appointed by a board in five states. Five other states have adopted a system other than direct appointment control by the Governor or department head. In some cases this involves selection by competitive exam. Additionally, three states narrow the appointment power of the Governor by restricting the choice to those recommended by the Personnel Board or those passing a competitive exam. Complete information on the practice of other states presented by the National Association of State Personnel Executives and the Council of State Governments is attached.

Other changes proposed in SB 135 include:

-Increasing the qualifications for the Director from three years of practical personnel management experience to five years of professional experience and allowing the Personnel Board to establish other qualifications.

-Requiring statewide public participation if a hearing on proposed changes to the Personnel Rules is requested.

-Calling for the Personnel Board Chair to select three members to serve on the Public Employees Retirement Board. Currently, the entire board and two members elected by participants in the system comprise the board. This amendment provides for continued balance on the Public Employees Retirement Board.

SB 135 calls for an effective date of January 1, 1992.

Transcripts of testimony delivered to the Senate State Affairs Committee are attached. The testimony in support of SB 135 came from various representatives of state public employee unions and Ms. Diana DeSimone, a former Director of the Alaska Division of Personnel. Also attached are letters of support from Public Employees Local 71 and the Public Safety Employees Association.

Your consideration of my request is appreciated.

Attachments:

# Administration considers merging state personnel offices

Juneau Empire 4-16-91

By RALPH THOMAS

THE JUNEAU EMPIRE

The Hickel administration is considering a plan to merge all of the state's personnel offices into a central hiring bureaucracy within the Department of Administration.

Each department now has its own personnel office, but David Otto, statewide personnel director, said Monday the administration is looking for ways to streamline state government — and consolidating personnel offices may be one way.

"It's been a topic of considerable discussion," Otto said.

In addition to reducing the number of personnel jobs, Otto said a central office would also give the administration "a greater degree of control and accountability" in the hiring process.

Mike Maher, deputy commissioner at the Department of Administration, said the decision on consolidation will turn on whether "the governor feels we don't have enough control over what's going on out there (in the departments)."

Rep. Bill Hudson, however, said he has been down the "centralization" path before, and all he found was a more cumbersome way of doing things.

"It's not a new subject," said Hudson, a three-term Juneau Republican. "It's been around as long as I've been in state government."

Hudson ran the Department of Administration from 1979 to 1982 under Gov. Jay Hammond.

During that time, Hudson said, the administration moved in the opposite direction, trying to make each department as self-sufficient as possible. He said strongly

## Keller apologizes for 'litmus test' memo

By MATT KOHLMAN

THE ASSOCIATED PRESS

Administration Commissioner Millett Keller has apologized for a recent memo in which he urged fellow commissioners to evaluate probationary employees on their commitment to the Hickel administration.

But state-employee union leaders are still leery and will look closely at any probationary dismissal, Buddy Maupin, business manager for the Alaska State Employees Association, said Monday. The union is the largest representing state employees.

Keller came under heavy criticism last week for his memo saying probationary employees should be evaluated "to ensure that they are committed to the philosophy of the administration."

He later said he did not mean political beliefs, which he defined as partisan political values. Evaluations, firings or hirings based on politics are against state law.

An example of philosophical firings would be someone who works in the Department of Natural Resources but does not advocate opening the Arctic National Wildlife Refuge for oil exploration, Keller said.

Gov. Walter J. Hickel's chief of staff, Max Hodel, responded that the administration was looking for employees who are committed to serving Alaska and have a strong work ethic.

In a letter to Maupin on Friday, Keller wrote that he subscribes to Hodel's position. He said his intention was to share the proper method of evaluating probationary employees.

"My cover memorandum was not well done and led to the misinterpretation of my intentions and, un-

Please turn to Test, Page 8

government.

There has been some resistance within state government to the idea of merging personnel offices, including some from employees who fear for their jobs, Otto said.

Some of that resistance flared at a personnel meeting March 28, after Otto confirmed that a consolidation plan was under consideration. But Otto said the resistance is natural, especially since the state has had the same system for so long.

"A lot of personnel people have been around a long time," he said.

Otto also said he expects some resistance from other department heads. "They may not feel they have the same control over the personnel officer that they're used to."

Maher said he has also heard talk of consolidating other administrative duties of individual departments, but he said those rumors have been "blown out of proportion."

Rep. Fran Ulmer and Sen. Jim Duncan, both Juneau Democrats, said they have asked Department of Administration Commissioner Millett Keller to brief them on any plans to reorganize state government.

Ulmer said today she is scheduled to meet with Keller on Wednesday.

Duncan said any major reorganizations should be well planned and then put in place through the legislative budget process.

Though the administration's proposal for a centralized personnel office would give the governor more control over personnel matters, Duncan has introduced a bill that would reduce that control.

Please turn to Changes, Page 8

centralized systems are less responsive to the public and state agencies.

Hudson said his suggestion to the new administration is to keep the decentralized model and streamline operations within each department. With the power to appoint commissioners, he said the governor doesn't need more

control over hiring.

Otto said he has been studying Iowa's state government, where he said a similar move to create a central personnel office has been a big success. He said Iowa reduced its overall personnel staff by about 25 percent.

Alaska has more than 200 personnel workers in state

## Changes...

Continued from Page 1

Senate Bill 135, which has reached the Senate Finance Committee, would change the way the statewide personnel director is hired.

Under the current system, the state's personnel director is appointed by the administration. Under Duncan's plan, the director would be appointed by a five-member

personnel board — similar to the way commissioners are hired for the departments of Education and Fish and Game.

Duncan has said the bill would shield the personnel director and the state's merit system of employment from "political influence."

But Otto has testified against the bill, saying it will take away the governor's accountability and control in the hiring process.

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**STATE PERSONNEL OFFICE:  
ROLES AND FUNCTIONS**

by

**THE NATIONAL ASSOCIATION OF STATE PERSONNEL EXECUTIVES**

and

**THE COUNCIL OF STATE GOVERNMENTS**



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## CHAPTER 1

# THE OFFICE OF STATE PERSONNEL EXECUTIVE: SELECTION, PLACEMENT, RESPONSIBILITIES, AND QUALIFICATIONS

The office of the state personnel executive varies as to method of selection, placement in state government and primary responsibilities. Table 1 contains information on state personnel executives and lists primary responsibilities of their offices. Table 2 lists the salary of each state personnel executive during the 1986 fiscal year, the minimum qualifications for the offices and the proper names of the agencies.

### The State Personnel Executive

Thirty-five state personnel executives are appointed by their governors. Three of those states also require either a competitive exam (West Virginia) or certification by a personnel board (Missouri and Washington).

The personnel executive is appointed by a personnel board in five states. Six states report that the personnel executive is appointed by the head of their jurisdictional agency. In North Dakota, that appointment is made from a list of candidates selected by the personnel board. In Arkansas, the individual is selected by the department of administration director. In Massachusetts, the appointment is made from a list of candidates selected by the civil service commission. The remaining states report a variety of selection procedures.

Although not represented in the table, five states appoint personnel executives for four-year or five-year terms:

Hawaii - the executive is appointed for four years at the beginning of each governor's term.

Massachusetts, Missouri and New Hampshire - the executive serves a four year term, with possibility of re-appointment.

New Jersey - the executive may serve for five years.

Table 2 indicates the annual salary, required qualifications and agency name for each personnel executive. The highest annual salary is found in the California Department of Personnel Administration, where at this writing, the salary is set at \$78,209. The lowest salary was reported in North Dakota, where the salary range starts at \$32,052 for the director of the Central Personnel Division of the Office of Management and Budget. The 49 states and one territory responding to this question collectively spend \$2,813,976 in salaries to chief executives of personnel management systems, making the average salary \$56,279.52. (The lowest salary was used for those states providing a range. Texas is not represented in these figures). In addition, Table 2 indicates the length of service of the current personnel executives. Thirty-six personnel executives have served less than five (5) years. The average length of service is four (4) years.

**TABLE 1  
THE OFFICE OF STATE PERSONNEL EXECUTIVE:  
SELECTION, PLACEMENT AND RESPONSIBILITIES**

State or Jurisdiction	Method of Selection	Reports to Governor	Reports to Personnel Board	Directs Departmental Employees	Administers Policies of Personnel Board	Administers Merit Tests Establishes Qualifications for Classified Employees	Maintains Roster of State Employees Classification & Compensation Plans	Makes Budget Recommendations to Legislature	Other
Alabama	B	*	*	*	*	*	*	*	*
Alaska	G	*	...	*	*	*	*	*	*
Arizona	D	*	...	*	*	*	*	*	*
Arkansas	D(a)	*	...	*	*	*	*	*	*
California	SPB DPA	...	*	*	*	*	*	*	*
Colorado	H	*	*	*	*	*	*	*	*
Connecticut	D	D	...	*	*	*	*	*	*
Delaware	G(h)	*	...	*	*	*	*	*	*
Florida	G	*	...	*	*	*	*	*	*
Georgia	G	*	...	*	*	*	*	*	*
Hawaii	G	*	...	*	*	*	*	*	*
Idaho	B	...	*	*	*	*	*	*	*
Illinois	D	*	...	*	*	*	*	*	*
Indiana	G	*	...	*	*	*	*	*	*
Iowa	G	*	...	*	*	*	*	*	*
Kansas	G	*	...	*	*	*	*	*	*
Kentucky	G(c)	...	...	*	*	*	*	*	*
Louisiana	(d)	*	*	*	*	*	*	*	*
Maine	G	*	...	*	*	*	*	*	*
Maryland	G	*	...	*	*	*	*	*	*
Massachusetts	(e)	*	...	*	*	*	*	*	*
Michigan	B	...	...	*	*	*	*	*	*
Minnesota	G	*	...	*	*	*	*	*	*
Mississippi	B	...	*	*	*	*	*	*	*
Missouri	G(l)	*	...	*	*	*	*	*	*
Montana	(g)	...	...	*	*	*	*	*	*
Nebraska	G	*	...	*	*	*	*	*	*
Nevada	G	*	*	*	*	*	*	*	*
New Hampshire	D	*	...	*	*	*	*	*	*
New Jersey	G	*	*	*	*	*	*	*	*
New Mexico	G	*	*	*	*	*	*	*	*
New York	G	*	...	*	*	*	*	*	*
North Carolina	G	*	*	*	*	*	*	*	*
North Dakota	D(h)	*	*	*	*	*	*	*	*
Ohio	G	*	...	*	*	*	*	*	*
Oklahoma	G	*	...	*	*	*	*	*	*
Oregon	D	*	...	*	*	*	*	*	*
Pennsylvania	CSC BP	(i) *	...	*	*	*	*	*	*
Rhode Island	D	...	...	...	...	*	*	*	*
South Carolina	(j)	*	(j)	*	(j)	*	*	*	*
South Dakota	G	*	*	*	*	*	*	*	*
Tennessee	G	*	...	*	*	*	*	*	*
Texas	----- (k) -----								
Utah	G	*	...	*	*	*	*	*	*
Vermont	G	*	...	*	*	*	*	*	*
Virginia	G	*	*	*	*	*	*	*	*
Washington	G(l)	...	*	*	*	*	*	*	*
West Virginia	G(m)	*	*	*	*	*	*	*	*
Wisconsin	G	*	*	*	*	*	*	*	*
Wyoming	G	*	...	*	*	*	*	*	*
Puerto Rico	G	----- (N) -----							
TOTALS	O(8), G(33), B(5)	39	15	50	27	50	51	42	30

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

**KEY:**  
 B Appointment by personnel board  
 D Appointment by department head  
 G Appointment by governor

## FOOTNOTES:

- (a) Selected by state administration director, confirmed by the governor.
- (b) Reports to the governor and serves as executive secretary to the board, does not report to the board.
- (c) The commissioner serves as an adviser to the board and reports to the governor and the board by Oct. 1 each year.
- (d) Appointed by the Louisiana Civil Service Commission following a competitive examination.
- (e) Massachusetts' Civil Service Commission submits three names to the secretary of administration and finance, who appoints the personnel administrator with the governor's consent. The personnel administrator serves a four-year term.
- (f) From candidates certified by the Personnel Advisory Board.
- (g) Selected through procedures specified in the Montana recruitment and selection rules.
- (h) Director of Office of Management and Budget makes final choice from among candidates presented by the State Personnel Board.
- (i) Selected by competitive examination.
- (j) Selected by and reports to State Budget and Control Board, a five-member board chaired by the governor.
- (k) Decentralized personnel system.
- (l) From three candidates recommended by the Personnel Board.
- (m) From list of eligible candidates following competitive examination.
- (n) Information not available.

### (+) Other responsibilities specified.

**Alabama** - Appointed by employees of Personnel Board, removed for cause; secretary to Board.

**Arizona** - Administers personnel rules and policies.

**California** - (State Personnel Board). Oversees all aspects of merit employment; (Department of Personnel Administration) - Represents governor in bargaining with employee representatives; administers training, performance evaluation, benefit, labor relations and staff reduction programs.

**Connecticut** - Supervises affirmative action activities; conducts collective bargaining negotiations and labor management programs; administers management relations and personnel development programs, job analysis and evaluation, workers' compensation.

**Delaware** - Administers affirmative action programs; development and training; coordinates labor relations for the executive branch.

**Florida** - Represents governor in collective bargaining negotiations; supports state agency employee training programs; administers group insurance, retirement benefit programs.

**Georgia** - Administers health insurance plan, deferred compensation plan, flexible benefit plan; coordinates training programs; serves as secretary to Personnel Board; reviews salary payments for compliance with the Personnel Board Rules.

**Hawaii** - Conducts recruitment and examinations, training and safety programs, classification and compensation review, employee services, labor relations.

**Illinois** - Negotiates collective bargaining agreements.

**Indiana** - Administers affirmative action, rules, medical-dental plans for employees, training and continuing education; publishes newsletter; processes applications; performance appraisals; approves payroll; establishes new personnel programs and policies.

**Maine** - Administers all aspects of employee relations and collective bargaining, workers' compensation program; training and development programs.

**Maryland** - Administers equal opportunity employment program; adjudicates employee grievances and appeal of disciplinary actions; administers state employee training and development program and health benefits.

**Michigan** - Administers employee benefits, rules of employment conditions, employee development and assistance, grievance and unfair labor practices charge, technical appeals (including selections and classification issues); regulates collective bargaining system, conducts representation elections for exclusive collective bargaining agents.

**Minnesota** - Negotiates contracts with 16 bargaining units; represents state in labor disputes.

**Missouri** - Recommends pay plan revisions for approval by the Board and governor; directs central training function for all state agencies; participates in central labor relations; develops standard performance appraisal system for the state.

**Montana** - Collective bargaining supervisor; administers health benefits, deferred compensation, training and award programs, affirmative action.

**Nebraska** - Promulgates system rules and regulations; administers health and life insurance benefits; coordinates labor relations programs.

**New York** - Oversees agency affirmative action programs under governor's order; administers health insurance programs.

**North Dakota** - Administers statewide appeal mechanism.

**Oregon** - Maintains personnel system statewide.

**Pennsylvania** - (Civil Service Commission) - appoints staff; attends Commission meetings; recommends rules and amendments; investigates impact of Civil Service Act; appoints deputy; makes biennial report. (Bureau of Personnel) - Develops personnel policy for all agencies under governor's jurisdiction; reviews and evaluates personnel programs; develops and administers senior management executive programs; administers training programs; negotiates collective bargaining.

**Rhode Island** - Principal responsibility is program planning, directing and managing the overall operation of the State's personnel management system and enforcement of the Merit System Law. This office consults with the Governor, Legislature, Labor Relations Office and department officials on personnel policy issues and practices and recommends to the chief executive or legislative body changes in personnel policies and practices. Further, this office responds to the Governor, Legislature, department officials, press and general public on relevant issues.

**Tennessee** - Administers provisions of Civil Service Act, rules of the Department of Personnel, including employment practices, classification, compensation, job performance planning and evaluation, attendance and leave, affirmative action, appeals and grievance procedures; acts as secretary of Civil Service Commission.

**Utah** - Establishes rules and regulations.

**Vermont** - Negotiates collective bargaining agreements; administers employee benefits; handles employee grievances.

**TABLE 2**  
**1986 PERSONNEL EXECUTIVES:**  
**SALARY, LENGTH OF SERVICE, QUALIFICATIONS, AGENCY NAME**

	Annual Salary	Length of Service	Qualifications	Agency Name
Alabama	\$65,000	5	NR	Personnel Department
Alaska	\$62,500/\$74,472 (a)	3	(d)	Division of Personnel
Arizona	\$65,858	7	NR	Personnel Division
Arkansas	\$44,000	6	(d)	Office of Personnel Management
California	\$78,209 (DPA)	2	NR	Department of Personnel Administration (DPA)
	\$68,460 (SPB)	2	(d)	State Personnel Board (SPB)
Colorado	\$64,525	4	(d)	Department of Personnel
Connecticut	\$54,822/\$67,019 (a)	11	(d)	State Personnel Division
Delaware	\$57,500	1	NR	Office of State Personnel
Florida	\$58,500	1	NR	Department of Administration
Georgia	\$64,000	8	NR	Personnel Administration
Hawaii	\$50,450	3	NR	Department of Personnel Services
Idaho	\$52,187	2	NR	Personnel Commission
Illinois	\$38,364/\$59,292 (a)	5	(d)	Bureau of Personnel
Indiana	\$62,000	5	(d)	Department of Personnel
Iowa	\$46,000	1	(d)	Department of Personnel
Kansas	\$54,720	1	NR	Division of Personnel Services
Kentucky	\$54,624	2	(d)	Department of Personnel
Louisiana	\$50,760	3	(d)	Department of Civil Service
Maine	\$53,000	5	NR	Department of Personnel
Maryland	\$66,500	1	NR	Department of Personnel
Massachusetts	\$73,156	3	NR	Department of Personnel Administration
Michigan	\$73,800	4	(d)	Department of Civil Service
Minnesota	\$59,774	3	NR	Department of Employee Relations
Mississippi	\$44,280	2	(d)	State Personnel Board
Missouri	\$44,450	13	(d)	Division of Personnel
Montana	\$32,900/\$42,638 (a)	1	(d)	Personnel Division
Nebraska	\$39,314	1	(d)	Department of Personnel
Nevada	\$48,844/\$44,730 (a)(b)	1	(d)	Department of Personnel
New Hampshire	\$38,918/\$50,143 (a)	2	NR	Department of Personnel
New Jersey	\$70,000	5	NR	Department of Civil Service
New Mexico	\$45,000	2	NR	Personnel Office
New York	\$75,445	3	NR	Department of Civil Service
North Carolina	\$61,040(a)	1	NR	Office of State Personnel
North Dakota	\$32,052/\$47,712 (a)	1	(d)	Office of Management & Budget
Ohio	\$47,000	1	NR	Personnel Division
Oklahoma	\$50,000	5	NR	Office of Personnel Management
Oregon	\$50,304	3	NR	Division of Personnel
Pennsylvania	\$51,893 (CSC)	9	(d)	Civil Service Commission (CSC)
	\$54,900 (BP)	11	(d)	Bureau of Personnel (BP)
Rhode Island	\$52,000	10	(d)	Office of Personnel Administration
South Carolina	\$61,450	2	NR	Division Human Resource Management
South Dakota	\$43,000	2	(d)	Bureau of Personnel
Tennessee	\$53,000	.5	NR	Department of Personnel
Texas	Personnel System is Decentralized			
Utah	\$48,000	1	(d)	Division of Personnel Management
Vermont	\$42,577.60	2	NR	Department of Personnel
Virginia	\$61,480	2	NR	Department of Personnel Training
Washington	\$64,000	19	(d)	Department of Personnel
West Virginia	\$36,500	1	(d)	Civil Service System
Wisconsin	\$59,440 (c)	3	NR	Department of Employee Relations
Wyoming	\$58,135	12	(d)	Personnel Division
Puerto Rico	\$39,500	1	NR	Central Office of Personnel Admin.

SOURCE: Information derived from survey of state personnel offices conducted by The Council of State Governments for the National Association of State Personnel Executives (NASPE).

- (a) Formal qualifications or provisions.
- (b) Nevada salary depends upon retirement plan selected.
- (c) Wisconsin's Administrator of Merit Recruitment is paid \$46,500.
- (d) Other requirements specified below.

KEY: NR-No legal requirements for the position of personnel director.

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**FOOTNOTES:**

**Alaska** - Three years of practical work experience in the field of personnel administration are required.

**Arkansas** - A bachelor's degree and six years experience are required.

**California (SPB)** - The State Personnel Board requires permanent civil service status and an extensive managerial and program administrative experience.

**Colorado** - Experience can substitute for education and or education for experience.

**Connecticut** - General Statutes provide that the Director of Personnel and Labor Relations/Deputy Commissioner in the Department of Administrative Services should be appointed on the basis of ability in the field of personnel administration.

**Illinois** - A master's degree is required as well as three years of managerial experience. Experience can be substituted for education.

**Indiana** - Experience can be substituted for education.

**Iowa** - Experience can be substituted for education.

**Kentucky** - A bachelor's degree and five years experience are required. Experience can be substituted for education and vice-versa.

**Louisiana** - Two years of professional experience in personnel at least equivalent to that of an assistant division chief is required.

**Michigan** - A bachelor's degree and 10 years experience required, the latter depending upon level of experience. Experience can be substituted for education.

**Mississippi** - A master's degree and five years of experience are required.

**Missouri** - A bachelor's degree and six years of experience, four at managerial level, are required.

**Montana** - A bachelor's degree and five years experience are required. Experience can be substituted for education and vice-versa.

**Nebraska** - A bachelor's degree and five years experience are required.

**Nevada** - A bachelor's degree is required. Education can be substituted for experience. Experience requirement determined by the Personnel Commission.

**North Dakota** - A bachelor's degree and five years experience are required. Education can be substituted for experience and vice-versa.

**Pennsylvania (CSC)** - A master's degree is required. Experience can substitute for education and vice-versa. Eight years experience, including five years in directing and managing a major personnel function are required.

**Pennsylvania (BP)** - A bachelor's degree and seven years experience are required. Experience can substitute for education and vice-versa.

**Rhode Island** - A bachelor's degree and five years experience are required.

**South Dakota** - Two years personnel experience is required.

**Utah** - A master's degree and eight years experience are required. Education can substitute for experience and vice-versa.

**Washington** - Must have had personnel management experience.

**West Virginia** - A bachelor's degree is required.

**Wyoming** - Five years experience is required.

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FROM:**

- 1. ALASKA STATE EMPLOYEES ASSOCIATION  
CORRESPONDENCE & TESTIMONY, 4/17/91**
- 2. PUBLIC SAFETY EMPLOUEES ASSOCIATION, INC.  
CORRESPONDENCE, 3/11/94**
- 3. PUBLIC EMPLOYEES LOCAL 71  
CORRESPONDENCE, 3/01/91**
- 4. WRITTEN TESTIMONY, DIANA DESIMONE, 3/01/91**
- 5. WRITTEN TESTIMONY, BUDDY MAUPIN, 3/01/91**
- 6. WRITTEN TESTIMONY, GREG O·CLARAY, 3/01/91**
- 7. WRITTEN TESTIMONY, BRUCE LADWIG, 3/01/91**