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11686 HOUSE STATE AFFAIRS

FISCAL NOTE

STATE OF ALASKA
2006 LEGISLATIVE SESSION

Fiscal Note Number: _____
 Bill Version: HB485-DHSS-DPH-02-16-06

Revision Date/Time (Note if correction): _____

() Publish Date: _____

Title PLACE PHARMACISTS IN THE EXEMPT SERVICE

Dept. Affected: Health & Social Services

RDU Public Health

Component Epidemiology

Sponsor HOUSE (RLS) BY REQUEST

Requester HOUSE (STA)

Component No. 296

Expenditures/Revenues (Thousands of Dollars)

Note: Amounts do not include inflation unless otherwise noted below.

OPERATING EXPENDITURES	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Personal Services	17.2	17.2	17.2	17.2	17.2	17.2
Travel						
Contractual						
Supplies						
Equipment						
Land & Structures						
Grants & Claims						
Miscellaneous						
TOTAL OPERATING	17.2	17.2	17.2	17.2	17.2	17.2

CAPITAL EXPENDITURES

CHANGE IN REVENUES (0)

FUND SOURCE (Thousands of Dollars)

1002 Federal Receipts	17.2	17.2	17.2	17.2	17.2	17.2
1003 GF Match						
1004 GF						
1037 GF/Mental Health						
Other(Specify Type-do not abbreviate)						
Other(Specify Type-do not abbreviate)						
TOTAL	17.2	17.2	17.2	17.2	17.2	17.2

Estimate of any current year (FY2006) cost: _____

Mark this box (X) if funding for this bill is included in the Governor's FY 2007 budget proposal:

POSITIONS

Full-time						
Part-time						
Temporary						

ANALYSIS: (Attach a separate page if necessary)

This bill would change currently classified Pharmacist positions to exempt. This action will allow the department the ability to compete with the current limited job market for Pharmacist positions. The department continues to experience difficulties in recruiting and/or keeping filled Pharmacist positions.

There are two primary reasons supporting this change:

1) In a recent market study, the department found that pharmacists earn considerably more in non-state positions, making it impossible to retain pharmacists or locate new

Prepared by: Sherry Hill, Special Assistant
 Division: Office of the Commissioner
 Approved by: Karleen Jackson, Commissioner
 Agency: Department of Health and Social Services

Phone 465-1618
 Date/Time 02/16/2006
 Date 02/16/2006

FISCAL NOTE
FN #

STATE OF ALASKA
2006 LEGISLATIVE SESSION

BILL NO. HB485-DHSS-DPH-02-16-06

ANALYSIS CONTINUATION

hires. An informal survey of wages at non-state pharmacies during the summer of 2005 showed wages to range from a starting wage of \$41.82 to \$58.45 depending on experience. If state pharmacists are exempt the department is able to compete with the non-state pay by hiring exempt staff.

2) Licensed Pharmacists are (specialized) health professionals; the nature of their work better fits in the exempt service category.

Licensed pharmacists are required for dispensing medicines related to clinical treatment and therapy provided through divisions of Pioneer Homes, Health Care Services, Behavioral Health, and Public Health.

Clinical functions include education and clinical consultation to nursing staff and residents, regular review of resident medical information, maintenance of drug formularies and development and maintenance of policies and procedures regarding use and storage of medications in the pharmacy in all six Pioneer Homes, Alaska Psychiatric Institute, Health Care Services, and Public Health epidemiology.

The department has estimated the cost of changing the existing budgeted positions to exempt status using Range 29 as an example. Range 29 starting hourly rate is \$44.64/hour. Non exempt pharmacists are currently budgeted at Range 21 or 22.

Summary of Cost Analysis of Changing DHSS Pharmacists to Exempt

RDU	Component	# Positions	GF	Total
Alaska Pioneer Homes	Pioneer Homes	3	25.2	30.2
Behavioral Health	Alaska Psychiatric Institute	2	20.0	20.0
Health Care Services	Medical Assistance Admin	2	34.0	68.0
Public Health	Epidemiology	1	0	17.2
Total Estimate			79.2	135.4

Note: The estimates vary depending on the existing steps of positions. Also, the Pioneer Homes have already budgeted for two of their positions at a Range 29 in FY07 so there is less of an increase in this component.

STATE OF ALASKA

DEPARTMENT OF ADMINISTRATION

DIVISION OF PERSONNEL

FRANK H. MURKOWSKI, GOVERNOR

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*file w/
HB485*

December 15, 2005

RECEIVED

DEC 23 2005

APEA/AFI

*Classified \$35/hr.
Temp -48-55/yr.*

Cindy Spanyers
Business Agent
Alaska Public Employees Association
211 Fourth Street, Suite 306
Juneau, Alaska 99801

*3 pioneers
3 @ AFI
2 @ Medicaid
1 @ Pub health
Epidemiology*

Dear Ms. Spanyers,

Re: Request for Class Series Study - Pharmacists

Below is the re-evaluation of the pharmacist classes' salary ranges requested by APEA under Article 19.2.B of the Collective Bargaining Agreement in effect on June 30, 2004. A classification study of these classes was completed in May of 2003. The study maintained the range of the Pharmacist at 21, created a Clinical Pharmacist class at range 22, and changed the range of the Medicaid Pharmacy Program Manager from 20 to 22. Note, however, these classes do not constitute a Class Series as stated in your request but are separate, distinct classes.

Pharmacist (P5601/21) is a professional class in which incumbents plan, organize, oversee, and perform activities to provide pharmaceutical services to one or more facilities. This includes: establish policies and procedures for pharmacy operations; receive drug prescriptions; review the prescriptions for errors or questionable doses; check for antagonistic, synergistic, or cumulative effect of prescribed drugs; package, label, and dispense drugs within a facility or to several facilities throughout the state; provide directions for use and precautions as necessary; maintain security of pharmacy and pharmaceuticals on-site; direct security of pharmaceuticals at other locations; maintain inventory control records; and prepare reports.

Clinical Pharmacist (P5603/??) is a professional job class in which incumbents perform clinical consultations with physicians and patients. Incumbents perform comprehensive pharmaceutical therapy investigations through direct interaction with patients and medical staff; evaluate patients' drug regimen, medical or psychiatric problems; and provide expert consultation and effective recommendations on changes in drug therapy to medical staff.

Medicaid Pharmacy Program Manager (P5605/22) is a single position job class in which the incumbent administers Alaska's Medicaid Pharmacy Program; develops, implements,

classes develop and conduct specialized therapeutic treatments (such as Occupational Therapists and Physical Therapists), inspect health facilities or equipment (such as Radiological Health Specialists and Health Facilities Surveyors), or oversee services in an institution (such as Rehabilitation Therapy Coordinator and Assisted Living Coordinator). The nature of the work, independence, and type of decisions made and implemented are not directly comparable to the duties and responsibilities of Pharmacists. The similarities in program coordination with the Pharmacists' oversight of pharmacy services in multiple facilities are marginal, at best.

Comparison with the classes in the Health Administration family revealed limited similarities on which to base alignment decisions. The classes have similar education and licensing requirements as minimum qualifications, typically requiring a master's degree and a professional license. The duties and responsibilities as an expert consultant in a specialty area are similar, although the Pharmacists lack the type and scope of research and program development projects typical of the classes (such as Public Health Specialists at ranges 18 and 20, and H&SS Planners at ranges 17, 19, and 21). The program management responsibilities are similar in type to the duties and responsibilities of the Health Program Manager series (at ranges 17, 19, 21, and 23), but lack the responsibility for supervising multiple and integrated public health services programs on a statewide basis and serving as the principal representative for programs characterized by such features as unprecedented expansion, fluctuating budgetary and/or socio-political considerations, or frequent and extensive program and/or technological changes requiring major shifts in operations, goals and objectives which characterizes the higher levels of the series.

The Pharmacists employed by the state are not compounding pharmacists which results in the comparison with the Chemist series revealing few similarities. Pharmacists have a similar level of required knowledge as the higher levels of the Chemist series (at ranges 18 and 20), but do not perform a similar level of chemical analyses or adaptation of analytical methods, standards, and tests. The Pharmacists' responsibility for managing a pharmacy are not as broad or complex as the responsibility of the Chemist V (range 22) for managing a major state laboratory and directing professional and support staff.

This comparison of the duties and responsibilities of the Pharmacist class indicates the work could be properly aligned at salary range 19 or 20. The level of independence, role in providing medical care, potential consequence of error and limited checks against error support assigning range 20. The level of required technical expertise, with subsequently narrow minimum qualifications and limitation of the candidate pool, supports assigning a higher base pay. This restriction on recruitment carries over to the workplace in that the work of Pharmacists cannot be assigned to other employees and when Pharmacists are absent the work must be performed by a physician. When considered with the critical services of the state's pharmacies, this supports assigning a higher range than is otherwise indicated. Evaluation of the whole job indicates the Pharmacist class continues to be appropriately assigned salary range 21.

CORRECTION

THE FOLLOWING DOCUMENT(S)
HAVE BEEN REFILMED TO
ASSURE LEGIBILITY OR PAGINATION



Central Microfilm Services
Department of Education & Early Development
State of Alaska

STATE OF ALASKA

DEPARTMENT OF ADMINISTRATION

DIVISION OF PERSONNEL

FRANK H. WIRKOWSKI, GOVERNOR

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APEA/IFT

*3 pioneers
3 @ API
2 @ Medicaid
1 @ Public Health +
Epidemiology*

*Classified 35/br.
Temp - 48-55/br.*

Cindy Spanyers
Business Agent
Alaska Public Employees Association
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Medicaid Pharmacy Program Manager (P5505/22) is a single position job class in which the incumbent administers Alaska's Medicaid Pharmacy Program; develops, implements,

and oversees policies and procedures; assesses pharmacy services for quality and compliance with state and federal requirements; and reviews and authorizes reimbursements for pharmaceutical services.

The salary range of a job class is determined based on internal consistency within the state's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered and maintaining the principle of like pay for like work. In evaluating internal consistency the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, and level in the same job group and family or related job families.

In the 2002 study the pharmacist classes were compared to other classes in the Medical, Public Health, and Related job group. This review reexamined the alignment within the group and, due to the nature of pharmacy work, compared the class with the Chemist series in the Physical Science Specialists job family.

In comparing the Pharmacist class with other medical classes we evaluated the nature of the work in supporting patient care with responsibility for recognizing errors and potential complications from prescriptions and alerting the prescribing care provider; the range of kinds of work performed; the independence from supervision in performing duties; the supervision of non-professional assistants; the control of work by prescribed work practices and principles; the requirement for developing new approaches or methods; the consequence of errors to patients and the nature of checks against error; and the qualifications required for appointment.

Comparison with the classes in the Laboratory and Technicians family and the Nursing family revealed a wide variation when looking at the different factors. The nature, variety, and complexity of work is comparable to the journey levels of the Microbiologist, Public Health Microbiologist, Nurse, Nurse (Psychiatric), and Public Health Nurse series at salary ranges 16, 17, 18 and 19. The independence in the work is comparable to the advanced levels of the Microbiologist, Public Health Microbiologist, Nurse, and Public Health Nurse series at ranges 18, 19, and 21. The supervision of non-professionals, control by prescribed practices and principles, and limited requirement for innovation is also comparable to the journey level classes. The consequence of error and nature of checks against error are comparable to the advanced level classes. The required education and licensing qualifications are similar to the advanced level classes.

Comparison with the classes in the Medical Professional family did not reveal substantial similarities. The duties and responsibilities of the medical professional classes in diagnosing disease and injury, developing treatment, and prescription authority indicates the Pharmacist's duties and responsibilities in supporting the medical professionals are properly aligned at a lower salary range. The medical professional classes are at ranges 23, 24, 27, and 29.

Comparison with the classes in the Special Health Services and Education family did not reveal sufficient similarities to support internal alignment decisions. The professional

classes develop and conduct specialized therapeutic treatments (such as Occupational Therapists and Physical Therapists), inspect health facilities or equipment (such as Radiological Health Specialists and Health Facilities Surveyors), or oversee services in an institution (such as Rehabilitation Therapy Coordinator and Assisted Living Coordinator). The nature of the work, independence, and type of decisions made and implemented are not directly comparable to the duties and responsibilities of Pharmacists. The similarities in program coordination with the Pharmacists' oversight of pharmacy services in multiple facilities are marginal, at best.

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Ms. Cindy Spanyers

- 4 -

December 15, 2005

The Clinical Pharmacist has duties and responsibilities that exhibit more specialization and higher complexity than the Pharmacist class. The Medicaid Pharmacy Program Manager has a broader scope of program with statewide impact on all public and private pharmacy operations. These characteristics support assigning a higher salary range than is assigned the Pharmacist. The classes continue to be appropriately assigned salary range 22.

Sincerely,



Mila Cosgrove
Director

cc: Amanda Holland
Classification Manager

MEMORANDUM

State of Alaska
Department of Administration
Division of Personnel

To: Mila Cosgrove
Director, Division of Personnel

Date: August 1, 2005

Thru: Sarah Brinkley
Classification Study Manager

From: Diane Larocque
Human Resource Specialist

Phone: 465-3837
Fax: 465-1029
Email: Diane_Larocque@admin.state.ak.us

Subject: Revenue Auditor Study

Introduction

Over the past ten to fifteen years, the Department of Revenue, Tax Division has undergone budget cuts resulting in significant reductions of professional level audit staff and several reorganizations of the division. Consistent difficulty in recruiting qualified candidates and the anticipated loss of additional senior staff to retirement prompted the request for a full classification study. Representatives from the Tax Division requested consideration for replacing the existing Revenue Auditor series with three separate and distinct auditor series to more accurately define the work performed in each unit. An additional request was made to establish a "specialist" position that would allow for advancement outside the supervisory career path. Also, in an effort to assist with recruitment difficulties, re-establishing flexibly staffed job classes for the auditor series was explored. Included in the scope of the study was a full review and revision of the class specifications and an internal alignment analysis.

History

Revenue Auditors I and II were created in May 1971. Incumbents in these job classes were responsible for performing office audits on individual and corporate income tax returns, and on miscellaneous taxes such as fish, excise, and tobacco. In August 1971 a third level, Revenue Auditor III was established and represented the journey level of the series. The Revenue Audit Supervisor I and II job classes were also established at this time.

The Revenue Field Auditor I-III job classes were established in March 1973. Incumbents in this series conducted full field audits and investigations involving alleged tax violations. The primary difference between the Revenue Auditors and Revenue Field Auditors was the fieldwork and in-depth investigative work performed by the Revenue Field Auditors. In August 1974 flexible staffing for Revenue Auditors I and II was approved which established entry and intermediate training levels for the series.

A Revenue Audit class study was conducted July 1984. This was a full study that included a salary analysis and resulted in the expansion of the Revenue Auditor series to include a Revenue Auditor IV advanced level and Revenue Auditor V lead auditor level. The definitions and distinguishing characteristics were revised to combine the duties of the Revenue Field Auditors with the Revenue Auditor III, IV, and V levels. As a result the Revenue Field Auditor job classes were abolished.

Since the 1984 Revenue Auditor study there have been only minor revisions made to the class specifications. Revisions to the minimum qualifications were made in September 1995 and December 1998. In May 2000 minor edits were made to the definition.

Scope

The study included all positions allocated to the Revenue Auditor and Revenue Audit Supervisor job classes. These job classes include a total of thirty seven professional level positions located in the Departments of Revenue (DOR), Tax Division, and Natural Resources (DNR), Division of Oil and Gas. One professional level position is located in the Department of Commerce, Community & Economic Development (DCCED), Division of Insurance. Eight newly established vacant positions were also included in the study.

Contacts

The Director and Deputy Director of the Tax Division, the State Geologist and the Commercial Analyst Audit Manager for the Division of Oil and Gas, and the Deputy Director of the Insurance Division served as contacts to provide information and feedback throughout the study process. Thirteen incumbents were selected for position audits and interviewed about the work they perform. The supervisors of the various units were also contacted to provide additional clarifying information.

Method

The Director of the Tax Division served as occupational consultant and presented information to classifiers on the work performed by the Revenue Auditors in that division. The State Geologist and the Commercial Analyst Audit Manager from the Division of Oil and Gas also provided information describing the work performed by the Revenue Auditors at DNR. No other department representatives made presentations since only one Revenue Auditor position exists outside DOR and DNR.

Position descriptions were received for all positions included in the study. Incumbents working with the different tax types and at various levels were interviewed to provide an overall understanding of the similarities and differences of audit work performed. After analyzing all gathered information against the classification factors, a thorough review of the existing Revenue Auditor series was conducted. The divisions identified differences in the work and required minimum qualifications between the three proposed new audit groups and after reviewing the information, distinctions were confirmed by the Analyst and Classification Manager. Separate draft class specifications were written and provided to the divisions for review and comment, recommendations by the divisions considered, and draft class specifications were further revised and submitted to the divisions for final review and comment. The positions were then allocated to the appropriate job class using the new class specifications, and draft allocations were sent to the divisions for review. As part of the review process, all divisions were given the opportunity to request reconsideration of the initial allocation. Following the divisions' agreement with the position allocations, job classes were analyzed for internal alignment and the draft salary analysis was sent to the divisions for review and comment. Whereas no comments or requests for reconsideration were received, the new class specifications were published, positions officially allocated, and the study findings were documented and finalized.

Analysis

Most Revenue Auditor positions, which include the appeals staff, and Revenue Audit Supervisor job classes, are located within the Department of Revenue Tax Division or Department of Natural Resources Oil and Gas Division. The exception is one Revenue Auditor position located in the Department of Commerce, Community and Economic Development, Division of Insurance. In order to allocate all positions appropriately, careful evaluation and analysis identifying both the similarities and differences of each position was made. During this process the classification factors used by classifiers served as

guidelines to provide the basis for determining if creating several new class series was warranted. The classification factors were also used to identify levels within the series, analyze positions for appropriate allocation, and determine internal alignment. The classification factors included:

- *Nature, variety and complexity of work*

The Revenue Auditor series in general, encompasses three functional areas: audit, appeals, and regulatory compliance. The primary auditing function for Revenue Auditors is to review and examine financial records and supportive documentation to identify tax and royalty liabilities that ultimately generate revenue for the state. There are three identified tax types: oil and gas production, corporate income tax, and excise taxes that include gaming taxes, fish, and other smaller transactional taxes. In addition to auditing, some Revenue Auditors perform compliance functions, monitoring tax programs for regulatory compliance. The primary function of the Revenue Auditors in the Appeals Section is to serve as an appeals officer for all tax programs administered by the department. With the need to train entry level auditors, some positions may also have the responsibility for training staff as a major function of the position.

- *Nature of supervision received*

Revenue Auditors work independently with supervision available if needed. The nature of the work and policy of the divisions require that all audits are reviewed to ensure consistency and accuracy. Incumbents allocated to flexibly staffed positions initially perform under close supervision with supervision relaxed as the incumbent progresses to the journey level. The advance level auditor serves as a lead providing guidance and direction to subordinate auditors. Revenue Auditors in appeals are expected to perform work independently. There are no lead level positions as incumbents report directly to the supervisor for guidance. These positions are responsible for independently handling informal appeals, and may work closely as part of a team, assisting an Assistant Attorney General with the most difficult formal appeals cases, including those conducted through the Office of Administrative Hearings or court.

- *Guidelines*

Positions in these job classes analyze and audit tax and financial records, supporting documentation, and accounting methods and systems used by varied and complex private businesses and corporations. All Revenue Auditors and Revenue Audit Supervisors apply state statutes, federal regulation, and case law to accurately examine financial records and reports. Incumbents evaluate tax programs, leases, or contracts, and analyze the impact of existing or proposed tax laws on state revenues and/or royalties. Some auditors specialize in the application of the Internal Revenue Code, while others must have special training to develop an understanding of the oil and gas industry and production components. All auditors must have a firm understanding of tax accounting, tax statutes and tax law. In addition, appeals staff must be well versed in legal protocol, precedent, and process.

- *Initiative and originality required*

Personal initiative is generally required and encouraged since auditors work with a high degree of independence. Auditors must take the initiative to involve other staff, seek the advice of the Department of Law, and management. In addition, auditors must often learn to exercise both tact and skill to extract pertinent information from taxpayers and/or negotiate settlements, leases, contracts, or informal conferences.

- *Purpose and nature of person to person contact*

Revenue Auditors, Revenue Audit Supervisors, and appeals staff work with other agencies, taxpayers, taxpayer representatives, professional staff in the industry, and the public to acquire and provide information pertinent to ongoing analysis of taxes, royalties, contracts, leases and revenue sources. Revenue Auditors perform in an adversarial role on behalf of the state to contest the amount of tax or

royalty liability reported by taxpayers. The purpose and nature of the person to person contact may range from taxpayer counterparts having little sophistication in tax matters to highly specialized professionals in large multinational firms.

- *Nature and scope of recommendations, decisions, and consequence of error*

Because of the nature of the work, there is a significant amount of public scrutiny and potential for litigation. Auditors work with large amounts of revenue which depending on the audit may range from thousands of dollars to millions of dollars. This has a direct financial impact on state revenues and the consequence of error could significantly impact the state's economy. Revenue Auditors at the journey and advanced levels participate in the research and analysis of proposed legislation, submit input and make recommendations to supervisors that may ultimately influence elected officials and policy.

- *Nature and extent of supervision exercised over the work of others*

At the highest levels, Revenue Auditors perform independently and regularly exercise judgment and discretion. These positions often serve as lead level positions assigning and overseeing projects, and reviewing the work product. Revenue Audit Supervisors are assigned the responsibility for managing a unit. The scope of management and supervisory authority duties distinguishes the I and II levels.

- *Qualifications required*

The Division of Personnel has adopted as general guidelines the requirement for minimum qualifications. It should be emphasized that these are guidelines, not standards. When using the minimum qualifications as one of the eight classification factors, consideration was given to the recruitment difficulties of that job class. Using the Division of Personnel experience and educational requirements as general guidelines rather than a standard practice to distinguish levels ensured fair consideration.

Using the eight factors as the foundation for making comparisons, the differences between the Revenue Auditors in the nature, variety, and complexity in work, the purpose and nature of person-to-person relationships, and the nature and scope of recommendations, decisions, commitments, and consequence of error was made evident. For each level in the series, the class controlling work was defined by the degree to which these factors influence assignment and performance, and the class specifications were created based on this information.

Revenue Auditors audit corporations or businesses that have unique accounting systems most often containing layers of financial data that is hidden, obscure, or ambiguous, and must be scrutinized. To be successful the incumbent must have an overall knowledge of the industry to locate, research, and analyze relevant tax information and understand the information recorded in returns. Revenue Auditors prepare formal reports stating the issues, facts, law, and positions of both parties. Incumbents may be assigned tasks beyond the audit function such as regulation research or examining the affect of potential legislation on operations, tax programs, methods and policies. Although the focus of the Revenue Auditors may be narrowly limited to tax or royalty liability and some regulatory compliance, the audits are broad in scope. These audits most often involve diverse business activities, and depending on the type of tax, involve the analysis of single transactions or cumulative activities occurring over a specified period of time. While all Revenue Auditors at the entry level are expected to have basic accounting and auditing aptitude, knowledge of the industries and an understanding of governing statutes and regulations is generally obtained through on-the-job training. The work requires specialized knowledge of tax laws, companies or industries being audited, and auditing and accounting skills to effectively and accurately audit the books and records of a variety of companies, each with their own method of accounting.

Revenue Auditors who work in excise, gaming, or fisheries tax types perform work that focus on single transactions rather than entities or organizations. In addition to auditing functions, the regulatory and

educational components of the job require different skill sets than those of the oil and gas production or corporate income tax auditors. With proper support, training, and educational background, an individual working with these tax types may quickly learn the critical aspects of the program. Tax counterparts are less sophisticated than those located in large firms or corporations.

Revenue Auditors in the Tax Division and in the Division of Oil and Gas who work with oil and gas production or leases perform audits that are unique to the State of Alaska and require specialized training. Incumbents must learn the various components of oil and gas production and the industry. Audit positions working with this tax type are presented with the difficulty of working with a unique tax type or lease and royalty issues that often present novel situations with little or no guidance. Although the nature of the oil and gas audits differ between the two departments, with DOR having a focus on tax liability and DNR having a focus on royalties and negotiating settlement agreements, the overall work performed by the oil and gas auditors in both divisions is sufficiently similar for grouping purposes.

Revenue Auditors working in corporate income tax are also specialists in that this group computes tax liability based on federal taxable income with Alaska adjustments. Alaska statutes adopt the Internal Revenue Code (IRC) by reference, and the statutes make certain exceptions and modifications to the IRC that directly affect tax liability. As a result, these Revenue Auditors must have a thorough working knowledge of the IRC. Incumbents interpret and apply a wide and diverse body of authorities that include Alaska statutes, and other state tax statutes, regulations, case law, and foreign tax and fiscal contracts. Corporate income tax audits require formal, specialized training to learn the Internal Revenue Code and the specialized accounting rules for multi-state corporations. Incumbents must also become well versed with rules of apportionment.

Revenue Auditors working in the appeals group do not perform audits. The primary function of these auditors is to serve as an appeals officer for both informal and formal tax appeals cases. Revenue Auditors working in the Appeals Unit represent auditors from all tax types and advocate on behalf of the respective tax programs, serve as advisors to program staff, and have knowledge of legal protocol and practices. Incumbents conduct informal conferences, issue written informal conference decisions, and may represent the agency for cases appealed to the formal level. Revenue Appeals Officers must have an understanding of "the big picture". Incumbents in these positions work with and on behalf of the Revenue Auditors and must have a firm understanding of the various tax programs. Whereas Revenue Auditors are focused solely on performing audits, Appeals Officers must understand the tax programs, tax laws, regulations, policies, and how it relates to the work in the division. Incumbents must exercise judicial temperament with auditing and tax law knowledge. Appeals may involve high stakes, with dollar amounts in excess of millions of dollars. However, the Revenue Appeals Officers do not give legal advice, do not conduct hearings, and do not render decisions.

Having recognized that the duties of all positions may share some similarities, it was necessary to determine if the criteria for grouping positions as set forth by the Division of Personnel's classification plan was met. For the purpose of grouping positions into job classes, the Division of Personnel established the following criteria to determine if the positions are sufficiently similar with respect to duties and responsibilities, degree of supervision exercised and received, and entrance requirements so that:

1. The same title can be used to clearly identify each position.
2. The same minimum qualifications for initial appointment can be established for all positions.
3. The same basic rate of pay can be fairly applied to all positions.
4. Employees in a particular class are considered an appropriate group for purposes of layoff and recall.

Although comparisons of the work for all positions indicated similarities with regard to nature and variety of the work, the differences were sufficient to fail the grouping criteria and warrant creating new job classes. As a result, the following new job classes were created: Tax Auditor I-IV, Oil and Gas Revenue Auditor I-IV, Corporate Income Tax Auditor I-IV, and Revenue Appeals Officers I-II. In addition, whereas each auditor series has its own unique set of complexities requiring specialized skill sets, flexibly staffed entry and developmental levels were established for each of the three newly created series to provide sufficient program specific training and advancement opportunity to the journey level. For each auditor series, an advanced level was established to serve as lead auditor and work on the most difficult audit assignments. Only two levels of work were identified for the Revenue Appeals Officers resulting in a journey and advanced level.

The same grouping criteria was used to examine the Revenue Audit Supervisors I/II and III. Examination of the duties, authority, and responsibilities indicate clear distinctions between the three levels. As a result, the Revenue Audit Supervisor I and II remained two distinct supervisory job classes and the Revenue Audit Supervisor III was replaced by the Chief of Revenue Operations to more accurately reflect the duties performed by this position.

Differences in minimum qualifications between all auditor series, supervisors, and appeals staff, and each level underscored the distinctions between job classes. These differences further supported the request to abolish the existing Revenue Auditor series and establish new job classes.

Both divisions requested that consideration be given to establishing a new job class which would be representative of a highly technical level expert. Incumbents in these positions would be responsible for a distinct body of work requiring a highly skilled and experienced individual to serve as a consultant and advisor to staff and management. Reporting directly to management, this position would have sufficient expert level knowledge in a particular area to be considered the final authority, possess specialized expertise about industry operations, and have decision making authority that may have statewide impact. This highest level of work was identified for the oil and gas production and the corporate income tax units. Following the review of proposed duty assignments, it was determined that establishing new job classes was appropriate with a title of "specialist" to more accurately reflect the level of the work. This would also ensure consistency within the divisions' organizational structures. As a result, an Oil and Gas Revenue Specialist and Corporate Income Tax Specialist were established.

Internal Alignment

The salary range of a job class is determined based on the internal consistency within the state's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered and maintaining the principle of "like pay for like work". In evaluating internal consistency the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, level in the same occupational group and job family or related job families.

Auditor and Supervisor internal alignment

Recognizing that no two job classes are 100% alike, specific job classes were selected for comparison based upon the following similarities in duties and characteristics of the work performed:

- gather, review, and analyze, financial and accounting data
- perform field audits to gather additional financial information
- prepare and write report summary/narratives
- provide program information and education to a variety of audiences
- ensure regulatory compliance with applicable programs

- research regulatory issues and provide recommendations to supervisors
- review and draft legislation and regulations
- supervise professional work related to financial management, accounting, or revenue
- conduct hearings, adjudicates; work with appealed cases

Based on the work and duties, job classes sufficiently similar in kind and level that advise, administer, supervise, and perform work in management, accounting, budgeting, and related financial management were selected and reviewed as possible comparable job classes to the auditor and supervisory job classes. The following job classes within the clerical, fiscal, and administrative group (PIXXX) were included in the analysis: Accountant, Internal Auditor, and Program Budget Analyst. In order to ensure full compensatory consideration, professional job classes sufficiently similar in kind and level outside of this group (P2XXX) were also included in the analysis: Economist, Petroleum Economist, Utility Financial Analyst, Financial Institution Examiner, and Insurance Financial Examiner. Field Auditor (P4XXX) was also considered.

Possible comparable job classes for Tax Auditors, Oil and Gas Revenue Auditors, Corporate Income Tax Auditors and Revenue Audit Supervisors:

Accountants:

Accountants working for the state track and record funds received and expended, and maintain the financial account tracking system. Although funding may come from a variety of sources, accountants work with one set of accounting system and principles, those adopted by the State of Alaska for governmental accounting. Accountants work in support of specific programs and agencies, provide advice, information, financial projections, and training to staff at all levels to ensure sound financial management. A variety of reports are generated from financial data contained within the accounting system. Initiative and originality is limited and the scope of recommendations, decisions, commitments and consequence of error is narrow. Incumbents must have considerable knowledge of governmental budgeting, accounting, and reporting principles and limited knowledge of state and federal laws, rules, and guidelines. Accountants work within the accounting principles and practices adopted by the state.

Internal Auditors:

Internal Auditors perform the full range of audit functions. The scope of the audits performed is broad and includes overall organization and program review and evaluation for regulatory compliance. The focus is on internal, management, fiscal and accounting controls; review of agency policy and procedures; appraisal of agency performance and effectiveness in meeting goals and objectives. Internal Auditors examine financial records of agency activities, contractors or grantees for adherence to policies, program effectiveness, operational efficiency, effective control over expenditures, receipts, revenues, and assets. Internal Auditors examine resources for proper accounting and financial transactions, the production and reporting of accurate, reliable, timely, and useful financial data, and compliance with applicable laws, regulations, and precedent decisions.

Program Budget Analyst:

Program Budget Analysts perform ongoing analysis of departmental budgets or broad area of the budget. Incumbents independently perform analysis of all budget matters pertaining to a state department by defining, proposing solutions to budget problems, assists supervisor in the analysis of a variety of the most complex statewide issues, and provide consultative budget services to state agencies. Incumbents may review and analyze operating budgets (program categories), capital improvement budgets, and program evaluation. Incumbents coordinate review of budget submissions from assigned programs and agencies; review for conformity with instructions and format, mathematical accuracy, program content, and adherence to regulatory guidelines. The focus of the Program Budget Analyst is to assist state

agency management, fiscal and accounting controls. Incumbents have a familiarity with state financial structure, taxation policies, and revenue systems.

Economist:

Economists prepare quantitative and qualitative analysis in support of audit work, development of tax regulations, preparation of fiscal notes for pending legislation, development of regulations, develop state revenue projections and other economic reports for the governor, legislature, and the general public. Economists plan, direct, coordinate, and participate in professional econometric model forecasting, cost/benefit analyses, and research relating to various management and taxation alternatives, projected revenue, labor and workforce trends, and legislative proposals. Incumbents write narrative explanation of study findings in technical and non-technical terms used for assisting state, federal and legislative agencies to develop projects to measure economic and/or revenue impact. Some positions work with other state agencies to propose, evaluate and assess economic, tax or revenue programs. Incumbents may also analyze the impact of existing or proposed tax laws on state revenues and produce statistical summaries of non-oil revenues.

Petroleum Economist:

Petroleum Economists are specialists who analyze and interpret economic data relating to the determination of the economic value of known and potential petroleum resources, financial status of oil companies, oil revenue projections and oil tariffs.

Utility Financial Analyst:

Utility Financial Analysts perform duties involving utility regulatory audit, financial examination, and the analysis of prospective or regulated utility companies. Incumbents review the financial aspects of utility and pipeline filings, including tariff revisions, certifications, and petitions. Positions allocated to this class perform audits, examinations, and analyses of regulated utilities involving complex or controversial issues such as new or unusual regulatory issues, the application of regulatory theory, or the analysis of utilities with unusually complex accounting systems. Determinations are made of the appropriate level of power cost equalization for a given utility. Cases may involve substantial political considerations or legal issues, or, cases which may be expected to result in public hearing. Incumbents review tariff filings, identify appropriate rate making components and inappropriate costs to be disallowed from rate calculations, verify elements of the review requirement, reviews pre-filed testimony in contested cases and summarizes hearing record. Utility Financial Analysts must have sufficient knowledge of utility regulatory accounting practices and procedures to examine the books of prospective and existing utility companies. Incumbents perform financial analysis on rate case audits, identify regulatory issues and theory, possible legal and accounting problems, documents pertinent background data and relevant utility Commission rulings and identify involvement required by other sections. Utility Financial Analysts possess knowledge of the principles of revenue requirements and rate making; auditing techniques and tax laws. Positions participate in adjudication hearings.

Financial Institution Examiner:

Financial Institution Examiners plan, conduct, and lead examinations of commercial banks, trust companies, mutual savings, bank holding companies, branches or agencies of foreign banks, small loan companies, premium finance companies and other financial institutions. Financial Institution Examiners provide both a regulatory function and maintenance function by ensuring the integrity of banking and financial institutions through the evaluation of safety and soundness of the companies. Incumbents have a thorough knowledge of financial institution operations and the finance industry, participate in assembling information and data for accurate analysis of a financial institution's assets and liabilities, management competency, soundness of policies, and other factors that affect its solvency. Incumbents analyze and verify accuracy of accounting, fiscal, and other financial records, check loan files for completeness and

accuracy and judge credit worthiness of borrowers. Examine and analyze accounting and other records for compliance with laws and determine protection of trustors' accounts and compliance with trust document provisions. Financial Institution Examiners review findings of examinations with superiors and the institution, conduct exit reviews, recommend corrective action or improvements in procedures and generate reports on examination, evaluation, and forecasting processes. Incumbents possess knowledge of state regulations of financial institutions, governing laws and regulations, and accounting principles and practices used in financial institutions.

Field Auditor:

Field Auditors make determinations of employer liability under the Employment Security Legislative Act by means of investigating and auditing payrolls and other records of private employers. Work includes the interpretation of laws and regulations, advising employers regarding procedures to be followed, and the collecting of delinquent contributions from the employer. Incumbents research employer records to ensure that accurate rates are assigned for employer payments under the Alaska Employment Security Act, and that liable employers submit tax moneys due.

Insurance Financial Examiner:

Insurance Financial Examiners conduct research and analysis of the financial conditions and business practices in insurance companies conducting business in the state. Incumbents evaluate factors affecting the sale and marketing of insurance by monitoring the conduct of persons and organizations involved in the insurance industry for compliance with state law, reviewing and approving or disapproving rates, rating systems and policy forms used or proposed for use in Alaska by licensed insurers. Incumbents participate in field audits to gather information, performs audits of insurer's annual statements, prepares documentation of financial review and investigations of insurers, and makes recommendations for disciplinary actions and monitoring.

• Auditors:

Entry/Trainee level positions:

Program Budget Analyst I (P1461 SR 13), Accountant I (P1204 SR 14), Internal Auditor I (P1290 SR 14), and Economist I (P2206 SR 16).

These job classes are Professional entry/training level and generally assist higher level positions in providing specific analyses of limited scope or perform selected assignments. These positions are often filled and worked in a trainee capacity. Incumbents have the basic academic body of knowledge, but the work requires learning the practices and procedures of the professional field. Positions at this level work under close supervision. Minimum qualifications at these levels include a bachelor's degree in a specific area or a non-specific bachelor's degree with specific coursework, and/or experience requirements.

Tax Auditor I is the professional training level of the series. The nature, variety, and complexity of the work and level of supervision is characteristic of the other comparable professional entry/training level positions assigned to salary range 14.

Oil and Gas Revenue Auditor I is the professional entry/training level of the series. Minimum qualifications are set lower than the Economist I, and relaxed to allow for a substitution for the required accounting degree. However the nature, variety, and complexity of the work, as well as the specialized aspects of the program require substantial training to learn the tax type which is unique in the country, and the appropriate guidelines. Incumbents must also learn the various components of the oil and gas industry and production operations. The specialized training and complexity of this tax type places this job class above salary range 14. However, at this level, incumbents are expected to possess some

knowledge rather than a working knowledge of accounting practices. Working knowledge is consistent with the developmental rather than entry/trainee level job classes. In addition, the scope of the work and the research and analysis performed is narrowly defined, and less complex and controversial than that found at the developmental level range. Therefore Oil and Gas Revenue Auditor I is assigned to salary range 16.

Corporate Income Tax Auditor I is the professional entry/training level of the series. The nature, variety, and complexity of the work, as well as the specialized aspects of the program requiring substantial training to learn complex Internal Revenue tax code and specialized accounting rules for multi-state corporations places this job class above salary range 14. However, at this level, incumbents are expected to possess some knowledge rather than a working knowledge of accounting practices. In addition, the scope of the work and the research and analysis performed is narrowly defined, and less complex and controversial than that found at the developmental level range. Therefore Corporate Income Tax Auditor I is assigned to salary range 16.

Developmental level:

Internal Auditor II (P1291 SR 17), Program Budget Analyst II (P1462 SR 16), Financial Institution Examiner I (P2310 SR 17), Utility Financial Analyst I (P2334 SR 17).

These are second level developmental trainee positions. Incumbents continue training and are assigned projects with limited scope and complexity that are selected to provide increased difficulty and variety within the specialty. This work requires a working knowledge, and incumbents apply acquired knowledge and skills with continued on-the-job training to develop the expertise needed to perform more difficult duties and at the higher level. Incumbents learn examination, review, and audit techniques and are assigned small audits or portions of audits or cases to assist the incumbent with the developmental process. Supervisor assistance is readily available.

Tax Auditor II is the developmental level in the series. The incumbent has acquired some knowledge of tax auditing and continues to follow a training plan. Assignments are tasks that are well defined, limited projects directed towards fact finding rather than analysis and interpretation. Considering the scope and complexity of the work performed by the Tax Auditor II against the comparable job classes indicates the Tax Auditor II job class is appropriately assigned to salary range 16.

Oil and Gas Auditor II is the developmental level in the series. Incumbents have a working knowledge of accounting and auditing principles, and apply knowledge and skill obtained at the lower level to perform the full range of audit duties. Whereas the incumbents must continue to learn specialized aspects of the program through on-the-job training, small and less complex oil and gas production audits are assigned. The scope, complexity of the work, and the specialized knowledge of the oil and gas industry and production operations required to perform duties exceed that of the comparable job classes. Oil and Gas Revenue Auditor II is assigned to salary range 18.

Corporate Income Tax Auditor II is the developmental level in the series. Incumbents have a working knowledge of accounting and auditing principles and apply knowledge and skill obtained at the lower level with continued on-the-job training, including formal training, to perform the audit assignments to learn the specialized aspects of the program. The scope and complexity of the work and guidelines that require specialized knowledge of the complex Internal Revenue tax code and accounting rules for multi-state corporations duties exceed that of the comparable job classes. Corporate Income Tax Auditor II is assigned to salary range 18.

Journey:

Accountant II (P1205 SR 16), Internal Auditor III (P1252 SR 19), Program Budget Analyst III (P1463 SR 19), Economist II (P2207 SR 18), Financial Institution Examiner II (P2311 SR 19), Utility Financial Analyst II (P2335 SR 19), Field Auditor I (P4636 SR 16), Insurance Financial Examiners I (P2300 SR19).

This is the full proficiency, full working level. Incumbents perform complete audits and possess the knowledge and skill necessary to accurately explain policies, procedures, rules and regulations to professional counterparts and the public. Work may involve a variety of programs, accounts, funding sources, and assignments are typically of moderate scope and complexity. Incumbents are expected to function independently, exercise substantial judgment and decision making.

Tax Auditor III is the journey level of the series. At this level, the scope and complexity of the work exceeds that of accountants. Incumbents are responsible for a tax program. The breadth of professional knowledge is greater as the work requires knowledge, skills, and ability in professional auditing, regulatory compliance, and research. The nature and purpose of person to person work relationships is also greater and requires special skill sets for providing education and information to taxpayers, taxpayer representatives and the public. However, the scope and complexity of the work is in the lower range of that found in the work performed by job classes assigned to the highest journey level of comparable job classes. Tax Auditor III is assigned to salary range 18.

Oil and Gas Revenue Auditor III is the journey level in the series. Incumbents perform production tax and royalty audits of medium size and work with sophisticated professional taxpayer representatives who are professional corporate accountants and attorneys. The size, scope, and complexity of the audits exceed that of the comparable job classes. Oil and Gas Revenue Auditor III remains appropriately assigned to salary range 20.

Corporate Income Tax Auditor III is the journey level in the series. Incumbents are responsible for independently performing audits on small to medium oil and gas companies and large complex non-oil and gas corporate income tax audits. The size, scope, and complexity of the audits exceed that of the comparable job classes. Corporate Income Tax Auditor III remains appropriately assigned to salary range 20.

Advanced/lead:

Accountant III (P1206 SR 18), Program Budget Analyst III (P1464 SR 21), Economist III (P2208 SR 20), Financial Institution Examiner III (P2312 SR 21), Utility Financial Analyst III (P2336 SR 21), Field Auditor II (P4635 SR 17), Insurance Financial Examiners II (P2301 SR 21).

At the advanced level, incumbents have substantial responsibility for projects of broader scope, and are most difficult and complex. Assignments may often be controversial and have a significant impact on decisions affecting state programs or revenues. Research and performance of duties at this level require discretion and innovation, and are characterized by the application of specialized knowledge of an industry or program area. Incumbents may advise the supervisor and higher level management as to policy, regulatory or legislative implications. Incumbents often serve as lead workers, mentoring and assigning work to subordinates.

Tax Auditor IV is the advanced level in the series. Although the scope and level of complexity found in the work exceeds that of the Accountant III, the audits performed are in the lower range of complexity as those found in the higher level of comparable job classes. Incumbents have less decision-making authority and their duties generally involve a lower consequence of error than that of the job classes assigned to the highest advanced level positions. Tax Auditor IV is assigned to salary range 20.

Oil and Gas Revenue Auditor IV is the advanced level in the series. Incumbents are responsible for the largest oil and gas tax or royalty audits. Taxpayer counterparts are big five accounting firms and attorneys, and in house tax professionals using sophisticated accounting systems. Audits and royalty settlement agreements involve multinational corporations and audit claim dollars can frequently reach millions. The scope and complexity of audits, purpose and nature of person to person contacts, and the consequence of error exceed that performed by the comparable job classes. Oil and Gas Revenue Auditor IV remains appropriately assigned to salary range 22.

Corporate Income Tax Auditor IV is the advanced level in the series. Incumbents are responsible for performing audits of the largest oil and gas corporations. Incumbents must have a commanding knowledge of Internal Revenue Code and Taxpayer and accounting rules for multi-state corporations. Counterparts are big five accounting firms and attorneys, and tax professional specialists using sophisticated accounting systems. Audits involve multinational parent corporations with subsidiaries, with audit claim dollars frequently in the millions. The scope and complexity of the audits, purpose and nature of person to person contacts, complexity of available guidelines and consequence of error exceed that performed by the comparable job classes. Corporate Income Tax Auditor IV remains appropriately assigned to salary range 22.

*Oil and Gas Revenue Auditor and Corporate Income Tax Auditor entry, developmental, journey, and advanced levels (formerly Revenue Auditor IV and V) remain among the highest salary ranges, at each level, for non-supervisory comparable job classes within state classified service.

Expert/Specialist :

Accountant V (P1207 SR 22), Economist IV (P2209 SR 22), Petroleum Economist I (P2214 SR 22), Natural Resource Specialist V (P6645 SR 23).

Positions at this level are non-supervisory subject matter experts who independently conduct the most complex analyses having substantial impact on the state, and the greatest consequence of error. Incumbents possess a significant degree of experience and technical expertise to address unprecedented problems, participate as a member and/or lead a multidisciplinary team composed of technical level experts and specialists to provide expert analysis, consultation, and recommendations on the most complex projects and issues.

Oil and Gas Revenue Specialist serves as a high level of technical expert in a significant and highly complex audit area with a broad scope of responsibility for the division's audit program. In addition, incumbents are responsible for making recommendations to management involving areas of policy formulation, issue identification, research and resolution, and strategic planning. Work may be subject to significant scrutiny from the legislature, other governmental agencies, the public, and oil companies. The level of responsibility, complexity of the work, and technical expertise required most closely aligns this position with the Natural Resource Specialist. Oil and Gas Revenue Specialist is assigned to salary range 23.

Corporate Income Tax Specialist serves as technical advisor by consulting with audit and appeals staff on new tax issues, complex audit litigation related to corporate income tax, and provides technical support, advice, and recommendations on the most difficult, complex, and politically sensitive corporate income tax cases, issues, and appeals. The incumbent reviews, researches, and evaluates existing state and federal tax laws, policies, and regulations pertaining to corporate income tax. This position monitors federal income tax and multi-state tax developments relating to new tax issues or tax issues not covered by existing statutes and/or regulations. The level of responsibility, complexity of the work, and technical

expertise required most closely aligns this position with the Natural Resource Specialist. Corporate Income Tax Specialist is assigned to salary range 23.

- Supervisors:

Accountant III (P1206 SR 18), Internal Auditor IV (P1294 SR 21).

These are 1st level working supervisors who plan, and direct the work of subordinates while performing the most complex assignments. At this level, incumbents have some responsibility for implementing internal policies and procedures, and may provide assistance to higher level supervisors by providing recommendations for program development, policy setting and administrative functions.

Accountant V (P1208 SR 22); Internal Auditor V (P1295 SR 23); Financial Institution Examiner IV (P2313 SR 22); Utility Financial Analyst IV (P2337 SR 23); Insurance Financial Examiners III (P2302 SR 23); Program Budget Manager (P1465 SR 22).

These are 2nd level supervisors having full supervisory and management responsibilities for a unit, and are often the state expert for a particular program. The incumbents may serve as advisor or liaison to higher level management, commissions, directors, agencies, and media, and are directly involved and responsible for overall administrative functions such as budget development and establishing policies and procedures.

Revenue Audit Supervisor I are working supervisors. The level of authority, responsibilities assigned, and nature of supervision received and exercised over subordinates is consistent with the more narrowly focused supervisory responsibilities and level of authority found at the 1st level of supervisors. However, the complexity of the work and tax programs exceeds that which is found at the 1st level supervisory comparable job classes. The Revenue Audit Supervisor I remains assigned to salary range 22.

Revenue Audit Supervisors II are responsible for a broad range of duties. The description of full responsibility which includes planning, developing, managing, and evaluating operations, budgets, personnel, organizational structuring, policy and procedure development, legislative or regulatory changes is consistent with other supervisory positions at this level. Given the public scrutiny and political sensitivity of the existing and new tax programs, and the impact on the state from revenue generated, this job class is set above salary range 22 and commensurate with the highest level comparable supervisory job classes. Revenue Audit Supervisor II remains assigned to salary range 23.

*The Revenue Audit Supervisors I and II remain among the highest salary ranges for supervisory positions within state classified service.

- Chief of Revenue Operations:

Chief Economist (P2210 SR 24); Chief Procurement Officer (P1347 SR 24); Accountant V (P1208 SR 22); Petroleum Economist II (P2215 SR 24).

These are often single position job classes in which the incumbent serves as the supervisor of a large, diversified, and usually dispersed staff with a number of sub units. Incumbents may also serve as a primary policy maker, develop and implement policy relating to the programs, manage all resources within the section, oversee the planning, implementation and coordination of program operations, and develop and maintain long-range plans and coordinate the operations of the section in order to accomplish objectives. These positions often serve as program advisor to management and the Legislature. Chief of Revenue Operations is appropriately assigned to salary range 24.

Appeals Officers internal alignment

The same method was used to select appropriate comparable job classes for the (formerly) Revenue Auditors working in the Appeals Unit. Appeals Officers do not render decisions or provide legal advice. Further, the Appeals Officers do not conduct hearings or serve as judges for hearings. However, incumbents represent the division and program staff for matters on appeal. Incumbents must understand the legal processes and protocol, judicial procedure, and must possess considerable knowledge of general legal principles, practices, and strategies employed in litigation and appeals. Based on the nature of the work and duties performed, the following job series were selected and reviewed as possible comparable job classes to the Revenue Appeals Officers: Attorney, Hearing Examiner, Hearing Officer, Disability Hearing Officer, Administrative Law Judge, and Appeals Referee. The list is appropriate as it reflects job classes that advise, supervise, or perform professional work in legal or quasi-judicial settings to conduct hearings, make decisions or recommendations, and prepare decisions on claims concerning government programs or other government related matters. Most of these job classes are located in the (P7XXX) group, with the exception of the Hearing Officers and Examiners who are assigned to the (P1XXX) group.

Possible comparable job classes for Appeals Officers

Attorney

Attorneys render legal services in a variety of fields of law serving as counsel to state agencies. Incumbents present analysis, prepare formal opinions, conclusions, and advice to agency executives, explain and defend content of legislation, regulations, etc., before boards, commissions, industry representatives, legislators, concerned public or other groups, where issues or proposed actions may be controversial. Attorneys prepare briefs, opinions and pleadings, carrying out legal research, analyze highly complex legal documents for clarity and legal sufficiency. Incumbents assemble and organize facts, and present evidence and other matters in oral and written legal forms.

Hearing Examiner

Hearing Examiners conduct hearings and prepare proposed decisions on formal proceedings related to the substantive rights and obligations of persons, including corporations, subject to the provisions of the laws administered by the agency.

Hearing Officer

Hearing Officers investigate alleged violations and claims regarding state statutes and/or regulations; review points on appeal; contact affected parties; evaluate record and makes recommendations whether to accept the filing for hearing or to reject the filing for lack of merit or procedural deficiencies. This class is distinguished from other hearing officer related classes which review decisions or actions taken by other employees within the same organization, relating to a particular program or service. This class is characterized by the variety of appeals and has responsibility for reviewing and rendering decisions on actions taken by personnel in all state agencies and/or outside state government, but within their jurisdiction.

Disability Hearing Officer

Disability Hearing Officers conduct informal adversarial hearings relating to the claims for benefits under the provisions of Social Security and/or Supplemental Security income laws and regulations. Incumbents review claims, medical and vocational evidence pertaining to the hearing, consult with medical and vocational experts, and explain social security disability law, regulations, rulings, policies and procedures to claimants and their representatives. Incumbents render written decisions requiring the understanding

and application of medical, legal, and vocational concepts to evaluate the impact of physical or mental impairments on an individual's ability to engage in an occupation.

Administrative Law Judge

Positions in the Administrative Law Judges series conduct and preside over formal hearings to prepare or recommend final decisions on claims regarding state government programs or government related hearings. Incumbents function as independent and impartial triers of fact in formal hearings rather than as an agency representative. The scope of jurisdiction crosses multiple state agencies and may include hearings referred from outside state government.

Appeals Referee

The Appeals Referee holds pre-hearing conferences with appellants, attorneys, employers, and other interested persons in order to expedite just and reasonable solutions to appeals and contests without formal hearings, whenever possible and prepares, conducts, and determines, formal hearings to adjudicate unemployment insurance appeals.

Journey and Advanced levels:

Attorney II (P7143 SR 20); Attorney III (P7144 SR 22); Attorney IV (P7145 SR 24); Hearing Officer (P1925 SR 21); Hearing Examiner (P2380 SR 24); Appeals Referee II (P4663 SR 19); Appeals Referee III (P4664 SR 21).

At the journey level, the Revenue Appeals Officer I is assigned the less complex penalty or gaming cases. Whereas it is often the less complex cases that progress to the formal level, extensive research, analysis, and an accurate response to all issues arising in the appeal is required. The nature and complexity of the work, nature and scope of recommendations, commitments and consequence of error, nature of person to person work contacts, minimum qualifications, and the required knowledge, skills, and ability to successfully perform duties indicate the range falls between the comparable job classes assigned to ranges 20 and 22. Revenue Appeals Officer I is assigned to salary range 21 and is appropriately placed in the P73XX occupational family.

At the higher level, the Revenue Appeals Officer II is assigned the most difficult cases. In this capacity, they may serve, in effect, as co-counsel, assisting with strategy, research and gathering information. Although incumbents do not render decisions or provide legal advice, they may make recommendations. The nature and complexity of the work, authority to make recommendations and commitments, consequence of error, purpose and nature of person to person work contacts and relationships, minimum qualifications, and required knowledge, skills, and ability to successfully perform duties indicates that the range falls between the comparable job classes assigned to ranges 22 and 24. Revenue Appeals Officer II is assigned to salary range 23 and is appropriately placed in the P73XX occupational family.

The Revenue Appeals Officer Supervisor is a working supervisor. This position works on the most complex tax appeals cases and has a primary responsibility for ensuring taxpayer appeals from the actions taken by all (formally) Revenue Auditors assigned to all tax types are appropriately and successfully handled. The incumbent has a broad scope of responsibility encompassing the planning and supervision of the Appeals unit, and the assignment of the most complex cases. The nature and complexity of the work, nature and scope of recommendations, commitments and consequence of error, purpose and nature of person to person contact, and minimum qualifications indicate the Revenue Appeals Officer Supervisor is appropriately assigned to salary range 24 and is appropriately placed in the P73XX occupational family.

Conclusion

The Revenue Auditor Series was abolished and three new auditor series were established to better reflect the unique work performed by each auditor group. In an effort to address recruitment concerns, all three were established as flexibly staffed. An additional request submitted by the departments was to create "specialist" expert level, non-supervisory job classes. This request was granted after review and close examination of the body of work that would be assigned to these positions, and a specialist position was created for the oil and gas production and corporate income tax types. In addition to these changes, the supervisory series was edited and a newly established Chief of Revenue Operations replaced the Revenue Audit Supervisor III job class. Finally, it was determined that staff performing appeals work were not appropriately allocated as auditors. After a review of existing job classes, it was determined that a new series was needed to better reflect the body of work performed by appeals staff. The following lists the results of the study:

Current:

- Revenue Auditor I-V SR 14,16,18,20,22 **abolished**
- Revenue Audit Supervisor III SR 24 **abolished**

Remain:

- Revenue Audit Supervisor I-II SR 22, 23

Newly established:

- Tax Auditor I-IV (flexibly staffed I-III); SR 14, 16, 18, 20
- Oil and Gas Revenue Auditor I-IV (flexibly staffed I-III); SR 16,18,20,22
- Corporate Income Tax Auditor I-IV (flexibly staffed I-III); SR 16,18,20,22
- Oil and Gas Revenue Specialist SR 23
- Corporate Income Tax Specialist SR 23
- Chief of Revenue Operations SR 24
- Revenue Appeals Officer I-II SR 21,23
- Revenue Appeals Supervisor SR 24

The majority of auditor positions included in this study meet the Fair Labor Standards Act (FLSA) professional criteria for overtime exemption. Under current FLSA rules, an employee meets the professional criteria for exemption if he/she:

- receives a weekly salary of more than \$455
- performs work requiring advanced knowledge in a field of science or learning and is defined as work that is permanently intellectual
- includes work requiring the consistent exercise of discretion and judgment with respect to matters of significance.

All auditors meet the first two criteria. However, only the journey and advanced level auditors perform work requiring the consistent exercise of discretion and judgment with respect to matters of significance. At the entry (I) and developmental (II) levels, auditors are trained to ultimately perform at the fully proficient level. At the training and developmental levels performance is closely supervised, work is consistently reviewed, and the level of independence, decision-making authority, judgment, and discretion allowed is restricted. At the journey level, judgment and discretion, with respect to matters of significance, is expected and required from the auditors thereby meeting all three professional exemption criteria. In addition, incumbents serving as Appeals Officers and Specialists meet all professional criteria for overtime exemption. Supervisory positions meet both the professional and executive criteria for exemption.

Study implementation date is August 1, 2005.

MEMORANDUM

State of Alaska
Department of Administration
Division of Personnel

To: Melanie Millhorn
Human Resource Manager
Department of Administration

Date: May 15, 2003

Kimberley King
Human Resource Manager
Department of Health and Social Services

Fran Podmolik
Human Resource Manager
Department of Corrections

Thru: Lee Powelson
Classification Manager

From: Keith Murry
Human Resource Specialist

Phone: 465-4074

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Subject: Classification Study of Pharmacist, Pharmacy Assistant, and Medicaid Pharmacy Program Manager job classes.

Request and Scope:

In September 2001, the Department of Administration, Division of Longevity Programs submitted a study request for the Pharmacist job class. The request indicated the salary currently paid pharmacists did not reflect current market rates and that pharmacists in the Pioneers' Home pharmacy were performing specialized work not recognized in the class specifications.

A planning meeting was held on October 11, 2001, attended by representatives from the Departments of Administration and Health and Social Services. The Department of Corrections did not send a representative to this meeting. The attendants discussed the national shortage of pharmacists, the potential consequences of inability to fill positions, and the differences between the state pharmacies and private sector pharmacies. The group recommended expanding the study to include the Medicaid Pharmacy Program Manager as the class also requires a licensed pharmacist and will be directly impacted by decisions made in studying the Pharmacist class. Also recommended for inclusion was the Pharmacy Assistant because the class could be impacted by changes to the pharmacist and there had been statutory changes in license requirements which were not reflected in the class specifications.

History:

The Pharmacist job class was established on September 11, 1972 as Chief Pharmacist. The class defined positions which supervise, plan, and organize activities of a hospital or major institutional pharmacy. Based upon comparison with hospital pharmacists in Alaska and similar classes in Washington, Oregon, and California the class was assigned salary range 18. In November of 1998 the Departments of Administration, Health and Social Services, and Corrections jointly submitted a request for a title and range change. Effective December 16, 1998 the class title was changed to Pharmacist and the range was changed from 18 to 21. No subsequent changes to the job class have been made.

The Pharmacy Assistant job class was established December 1, 1984. The class defined positions performing paraprofessional work in a pharmacy under the supervision of a registered pharmacist. An external salary survey was conducted due to the lack of state classes performing similar work. The survey revealed the market was paying the equivalent of range 11. The class was assigned range 12 based upon internal alignment with classes performing journey level paraprofessional work. No subsequent changes have been made to the job class.

The Medicaid Pharmacy Program Manager job class was established on March 7, 1990. The class defined a single position responsible for developing and implementing a statewide program for ensuring pharmaceutical services to Medicaid recipients and for auditing actions and documentation of retail and institutional pharmacies in Alaska. The job class was established at salary range 20. No record of the analysis done to determine the range assignment is on file. No subsequent changes to the job class have been made.

Study Method:

Updated Position Descriptions were requested and received for all positions in the Pharmacist, Pharmacy Assistant, and Medicaid Pharmacy Program Manager job classes. Meetings were held with management to clarify information in the Position Descriptions where necessary. Interviews were conducted with incumbents either on-site or by telephone. Additional information was gathered from the Executive Director of the Board of Pharmacy and professional journals. The class specifications for pharmacy classes in Washington, Oregon, California, Idaho and the federal government were reviewed.

The positions were analyzed for appropriate grouping into classes and levels based on the standard tests of similarity. The current class specifications were compared to the new position grouping and analysis of the extent of revision required completed. Class specifications were revised and drafted to reflect the changes in the work performed and in the class structure. The draft specifications were distributed to the affected departments for comment. Comments were received from DOA, H&SS, and DOC and the draft specifications revised.

A test allocation session was held on June 18, 2002, attended by representatives from the Departments of Administration, Corrections, Health and Social Services, and Transportation and Public Facilities. The session identified areas of concern or confusion in the class specifications and Position Descriptions. Additional information was requested from the Departments of Health and Social Services and Administration. The group recommended reevaluation of the

professional positions under the tests for similarity. The group questioned whether multiple levels of pharmacist and a separate job class for program management was supported.

The requested additional information from the Departments of Administration and Health and Social Services was received on June 25, 2002 and reviewed. With this information, the tests of similarity were analyzed and final decisions made on class structure and grouping.

The class specifications were given a final edit and distributed to the departments with the analysis and decisions on class structure and grouping on August 7, 2002 with a request for recommendations on job classes and class characteristics to use in conducting the internal salary alignment. Comments on the class specifications were received from the Department of Corrections. The department's comments included opinion on whether the Pharmacist or Clinical Pharmacist should be placed at a higher range, but did not provide recommendations for job classes or characteristics to use in internal alignment analysis.

Additional salary information was gathered for market comparisons. Wage information for pharmacists and pharmacy technicians in Washington, Oregon, and California was gathered along with information on federally employed pharmacists in Alaska and Washington. Additional information was gathered from the Alaska Cross-Industry Salary Survey and the Alaska Hospital and Nursing Home Association Salary Survey. The analyst also conducted a telephone survey of pharmacies in the Anchorage area.

The job classes were analyzed for internal alignment of salary based on the principle of like pay for like work. The appropriate salary range was identified for each class.

Class Analysis:

Pharmacy Technicians perform paraprofessional duties in selecting, packaging, and labeling prescribed medications, maintaining pharmaceutical databases, and maintaining security of the pharmacy and pharmaceutical supplies. The work requires the application of knowledge of pharmaceutical nomenclature; characteristics, strengths, and dosage forms of pharmaceuticals; pharmaceutical systems of weights and measures; operation of pharmacy equipment and pharmaceutical procedures and techniques; and medical supplies. Incumbents work independently in the performance of duties, but the final product is reviewed by the pharmacist for accuracy of drug, dosage, frequency, and patient prior to dispensing of pharmaceuticals. Each of the state's pharmacy operations employs positions performing pharmacy technician duties. The work in each pharmacy differs only in minor variances in procedure and in the equipment used to package dosages. These positions meet all of the tests of similarity used to group positions into job classes: the work can be clearly identified by a single title, the same minimum qualifications are appropriate for initial appointment, the same basic rate of pay can be fairly applied, and employees are an appropriate group for layoff and recall.

The changes made to the class specification include a title change to reflect the industry standard and statutorily cited title, minor rewording in the definition, distinguishing characteristics, and knowledge, skills, and abilities to clarify the type and level of work performed, and changes to the minimum qualifications to recognize the statutory requirement for licensing and the educational programs developed to provide an entry into the field.

The Medicaid Pharmacy Program Manager administers Alaska's Medicaid Pharmacy Program. The position is responsible for developing, implementing, and overseeing program policies and procedures; auditing and assessing pharmacy actions and documentation for quality and compliance with state and federal requirements; and reviewing and authorizing Medicaid reimbursements for pharmaceutical services. The position requires licensure as a registered pharmacist, professional knowledge of pharmaceutical principles, practices, and procedures, and knowledge of retail and institutional pharmacy operations. This single position class is necessary based on the tests of similarity used to determine job class grouping. The first criteria for similarity is that the same title can be used to *clearly identify each position* (emphasis added). The second criteria is that the same minimum qualifications for *initial appointment* can be established for all positions (emphasis added). The duties and responsibilities of the position overseeing the Medicaid Pharmacy Program are significantly different from the duties and responsibilities common to pharmacists. The same title as other pharmacist positions would not clearly identify the work assigned this position. The position's responsibility for auditing the work of retail and institutional pharmacies requires full knowledge of the pharmacy field and of pharmacy operations. This requirement for operational knowledge supports a minimum qualification which includes professional experience. This experience requirement is not supported for initial appointment to all pharmacist positions. As the first two tests of similarity are not met, this position should not be grouped into a job class with other pharmacists.

The revision to the class specification includes minor wording changes in the definition, distinguishing characteristics, examples of duties, and knowledge, skills, and abilities to reflect the level of authority and responsibility assigned and the complexity of the work. The minimum qualifications have been revised to broaden the pool of potential applicants.

Review of the duties performed by positions in the Pharmacist job class indicates the work is appropriately separated into two job classes: Pharmacist and Clinical Pharmacist.

Pharmacists manage the operations of a pharmacy and direct and control the work of nonprofessional pharmacy staff. Incumbents plan, organize, oversee, and perform activities to provide pharmaceutical services to one or more facilities. Duties include establishing policies and procedures for pharmacy operations; receiving drug prescriptions; reviewing the prescriptions for errors or questionable doses; checking for antagonistic, synergistic, or cumulative effects of prescribed drugs; packaging, labeling, and dispensing drugs within a facility or to several facilities throughout the state; providing directions for use and precautions as necessary; maintaining security of pharmacy and pharmaceuticals on-site; directing security of pharmaceuticals at other locations; maintaining inventory control records; and preparing reports. The work requires licensure as a registered pharmacist and professional knowledge of pharmaceutical principles, practices, and procedures.

Clinical Pharmacists perform clinical consultations with physicians and patients. Incumbents perform comprehensive pharmaceutical therapy investigations through direct interaction with patients and medical staff; evaluate patients' full drug regimen and history, including over-the-counter drugs; evaluate medical or psychiatric problems; and provide expert consultation and effective recommendations on changes in drug therapy to medical staff. The work requires

licensure as a registered pharmacist; professional knowledge of pharmaceutical principles, practices, and procedures; knowledge of physical and mental illnesses; skill in conducting clinical evaluation of drug and non-drug interactions, efficiency, and appropriateness; and ability to provide professional consultation to medical staff and patients.

The Pharmacist and Clinical Pharmacist positions are not appropriately grouped into a single job class based on the following review of the tests of similarity:

- a) Applying the same title to all of the positions will not clearly identify the work performed. The class controlling work of Clinical Pharmacists significantly differs from the work assigned pharmacists.
- b) The knowledge, skills, and abilities required in clinical pharmacy consultations indicate the same MQs would not be appropriately applied to all positions.
- c) The positions in the Clinical Pharmacist class have the knowledge, skills, and abilities to be considered for layoff and recall to the Pharmacist class, but the reverse is not demonstrated.

The revision of the Pharmacist class specification includes changes in the definition, distinguishing characteristics, examples of duties, and knowledge, skills, and abilities to clarify the scope, level, and nature of the work; recognize responsibility for program management; and recognize the complexity of providing pharmaceutical services to locations throughout the state. The minimum qualifications have been revised to broaden the pool of potential candidates.

The Clinical Pharmacist class specification has been created to include positions performing clinical review and consultation in state pharmacies serving health care facilities. The minimum qualifications are set to provide for the largest potential pool of candidates who can be reasonably expected to successfully perform the essential functions of the positions.

Internal Alignment:

The state's pay plan, as mandated by the state constitution and statutes, is governed by the merit principle and includes "integrated salary programs based on the nature of the work performed". The pay plan is based upon the state's classification plan, provides for fair and reasonable compensation for services rendered, and reflects the principle of "like pay for like work". In achieving this principle, internal consistency of the pay plan is very important and is the primary consideration when setting the salary range of a job class. Such internal consistency reflects the difficulty, responsibility, knowledge, skills, and other characteristics of a job. To conduct internal comparisons job classes of a similar nature, kind, and level are selected from the same job family or group. Standard practice is not to include classes whose wages have been adjusted under a pilot program in an internal alignment analysis. If classes in a pilot program are used for comparison, the range prior to the pilot is range considered. Classes from other job groups are used when there are insufficient similar classes for comparison within a group or there are characteristics common across groups. The characteristics of the selected classes are compared and an appropriate range identified for the job class being reviewed.

In an internally aligned pay plan market comparisons are used as a tool for corroborating appropriate placement. If market data indicates other employers are paying a significantly different wage, additional analysis is required to "get behind the numbers" to try to identify the reason for the pay rate difference. If it is determined that compensable features of a class may

have been overlooked or improperly valued a reexamination of the internal alignment is conducted. Market salaries do not override range determinations based on internal alignment.

In reviewing the salary ranges for the Pharmacy Technician, Pharmacist, Clinical Pharmacist, and Medicaid Pharmacy Program Manager job classes comparisons were made to paraprofessional, professional, management and executive classes in the Medical, Public Health and Related job group. Job families included Medical Professional, Mental Health Services, Special Health Services and Education, Laboratory and Technicians, and Health Administration.

The Pharmacy Technician's scope, complexity and variety of duties are greater than is characteristic of range 10 paraprofessional work (Dental Assistant) but are lower, and the level of supervision received and review of work greater, than is characteristic of range 13 paraprofessional work (Laboratory Technician). The performance of repetitive technical tasks requiring comprehension of subject matter with standard solutions to problems and work reviewed on completion is characteristic of range 12 (Autopsy Assistant). The requirement for education specific to the technical field is consistent with comparable classes and supports the Pharmacy Technician's assignment to range 12.

The Pharmacist job class requires professional licensing and an advanced degree in pharmacy. The level of expertise, independence, and personal responsibility required is greater than what is characteristic of classes assigned ranges 16, and 17 (Dental Hygienist, Nurse III, Public Health Nurse II, Mental Health Clinician I). The class is not responsible for examination of patients, diagnosis of disease, development of treatment, or prescribing medications which is characteristic of classes at ranges 21, 22, and 23 (Health Practitioner I, Health Practitioner II, and Dentist). The technical expertise required in the Pharmacist class, level of supervisory control and review of their work, and consultative responsibilities in treating patients is comparable to classes at ranges 18, 19, 20, 21 and 22 (Nurse IV, Public Health Nurse III, Mental Health Clinician II, Nurse Consultant I, Public Health Nurse IV, Public Health Nurse V and Nurse Consultant II). The responsibility for managing a pharmacy and administering a program providing services to multiple locations is comparable to the management and administrative responsibilities of classes at range 19, 20, 21 and 22 (Assistant Nursing Director, Public Health Nurse IV, Public Health Nurse V, Nurse Consultant I, Nursing Director and Nurse Consultant II). Analysis of the Pharmacist's nature and scope of duties and responsibilities; required knowledge, skills, and abilities; and scope and level of programmatic authority indicates the class is appropriately assigned salary range 21.

The Clinical Pharmacist's duties require a higher level of expertise than the Pharmacist job class in conducting in depth review and analysis of patient history, symptoms, diet, and treatment. This level of knowledge and ability, combined with the greater consulting role of the class indicate assigning a higher salary range than the Pharmacist class is appropriate. The Clinical Pharmacist does not exercise authority to independently diagnose and treat patients as is characteristic of classes at range 23 and 24 (Health Practitioner I, Dentist, Health Practitioner II). The class is not responsible for administering a major program as is characteristic of range 23 (Chief, Public Health Nursing). The professional consultative duties, required level of expertise, and scope and depth of knowledge is characteristic of range 22 (Nurse Consultant II) and the class is appropriately assigned this range.

The Medicaid Pharmacy Program Manager's responsibility for administering a comprehensive statewide program involving state and federal funds which affects all pharmacies in Alaska is comparable to the program responsibilities of classes at ranges 19, 20 and 21 (Health Program Manager II, Public Health Specialist II, Radiological Health Specialist II, and Health Program Manager III). The program's scope and the required knowledge and experience in public and private pharmacy operations indicate assigning a higher salary range than the Pharmacist class is appropriate. The Medicaid Pharmacy Program Manager's program is not comparable to the programs characteristic of range 23 (Chief, Public Health Nursing). The required knowledge, experience and program administration responsibilities are appropriately assigned range 22.

Market Analysis:

Class and salary information for government employed pharmacy positions was gathered from the states of Washington, Oregon, California and the federal government. Survey information was taken from the Jacobson, Betts, & Company survey for The Alaska Hospital and Nursing Home Association and the Milliman USA Alaska Cross-Industry Survey. A telephonic survey of pharmacies in the Anchorage area was also conducted. The Milliman survey and the telephonic survey did not provide statistically valid information for comparison. The Milliman survey reported data for the pharmacy classes from two respondents, one of which was the State of Alaska. In the telephonic survey eleven Anchorage businesses were contacted, eight of which refused to provide information. The salary information from the western states was adjusted for cost of living differences. Cost of living differences are recognized in statute and bargaining unit agreements. Alaska Statute 39.27.020 requires cost of living adjustments to be made based on comparisons between Seattle, Washington and Anchorage, Alaska. Current contracts provide a 13% adjustment between these locations.

The market data on Pharmacy Technicians indicates western states' wages vary from equivalent to Alaska's range 5 to equivalent to range 13. The average wage is equivalent to Alaska's range 9. The surveys of other employers in Alaska reported wages equivalent to ranges 9 and 10. Assigning range 12 to the Pharmacy Technician job class will place the State of Alaska ahead of market wages.

The market data on Pharmacists indicates western states' wages vary from equivalent to Alaska's range 18 to equivalent to range 26. The average wage is equivalent to Alaska's range 21. The surveys of other employers in Alaska reported wages equivalent to ranges 23 and 26. Research indicates factors being used by other employers in determining compensation include an increasing role and importance of pharmacists in health care over the last few years, an ongoing national shortage of licensed pharmacists, the fact that without a licensed pharmacist a pharmacy cannot operate, and that pharmacy operations are a major factor in accreditation of health care facilities. The competition for licensed pharmacists is exacerbated by the loss of pharmacists to retirement and the number of pharmacists taking positions with research and development firms instead of retail or institutional pharmacies.

Analysis indicates the difference between the salary determined through internal analysis and the current market rate is not based on issues which require the internal alignment be reexamined.

Salary Range Determination:

- The Pharmacy Technician job class is appropriately assigned salary range 12, based on internal alignment.
- The Pharmacist job class is appropriately assigned range 21, based on internal alignment of compensable factors.
- The Medicaid Pharmacy Program Manager job class is appropriately assigned range 22, based on internal alignment of compensable factors.
- The Clinical Pharmacist job class is appropriately assigned range 22, based on internal alignment of compensable factors.

Conclusions:

The final class specifications are attached as Addendum B. The following revisions are effective May 16, 2003:

- Pharmacy Technician, P5602-12 - Retitle, Revise Definition, DC's, EOD's, KSA's, MQ's
- Pharmacist, P5601-21 - Changes to: Definition, DC's, EOD's, KSA's, MQ's
- Clinical Pharmacist, P5603-22 - New job class
- Medicaid Pharmacy Program Manager, P5605-22 - Changes to: Revise Definition, DC's, EOD's, KSA's, MQ's, Range

Position Analysis:

A worksheet showing the classification actions taken on positions included in this study is included as Addendum A.

Department of Administration:

PCN 02-7947 is in the Division of Longevity Programs, Anchorage Pioneers' Home, and is supervised by PCN 02-7407, Administrative Services Manager. The incumbent is responsible for ordering, handling, storing, preparing and dispensing pharmaceuticals, reviewing and approving the work of Pharmacy Technicians, ensuring security of medications and equipment, distributing pharmaceuticals to each of the division's Pioneers' Homes, and periodically inspecting each homes medication storage and dispensing areas and procedures to ensure proper records and security are being maintained. This scope of work is characteristic of the Pharmacist job class. The PD is being processed as an update.

PCN 02-7915 is in the Division of Longevity Programs, Anchorage Pioneers' Home, and is supervised by PCN 02-7407, Administrative Services Manager. The preponderance of the duties assigned consist of providing clinical consultation to residents, family members, staff and resident's physician; developing comprehensive profiles of each resident; discussing with physicians the drugs prescribed and the Pioneers' Homes' formulary; conducting extensive research and providing expert recommendations to physicians and committees in adapting the formulary to the special needs of the Pioneers' Homes' clients. The position also assists in filling prescriptions, directing the work of Pharmacy Technicians, and distributing pharmaceuticals to each of the division's Pioneers' Homes. The majority of work assigned is characteristic of the Clinical Pharmacist job class. PCN 02-7915 is reallocated to Clinical Pharmacist effective May 16, 2003.

PCN 02-7916 is in the Division of Longevity Programs, Anchorage Pioneers' Home, and is supervised by PCN 02-7407, Administrative Services Manager. The preponderance of the duties assigned consist of providing clinical consultation to residents, family members, staff and resident's physician; developing comprehensive profiles of each resident; discussing with physicians the drugs prescribed and the Pioneers' Homes' formulary; conducting extensive research and providing expert recommendations to physicians and committees in adapting the formulary to the special needs of the Pioneers' Homes' clients. The position also assists in filling prescriptions, directing the work of Pharmacy Technicians, and distributing pharmaceuticals to each of the division's Pioneers' Homes. The majority of work assigned is characteristic of the Clinical Pharmacist job class. PCN 02-7916 is reallocated to Clinical Pharmacist effective May 16, 2003.

PCN's 02-7574, 02-7917, and 02-7927 are in the Division of Longevity Programs, Anchorage Pioneers' Home. The positions are supervised by PCN 02-7916, Clinical Pharmacist. Under the direction of the supervisor or one of the other licensed pharmacist positions the incumbents perform technical pharmacy tasks in the receipt of prescriptions, packaging of pharmaceuticals, maintaining records, and distributing pharmaceuticals to each of the division's Pioneers' Homes. This work is characteristic of the Pharmacy Technician job class. The PD's are being processed as updates.

Department of Health and Social Services:

PCN 06-4037 is in the Division of Medical Assistance, Health Program and Policy Unit. The position is supervised by PCN 06-4016, Medical Assistant Administrator IV. The position administers the state Medicaid Pharmacy Program. The duties include establishing policies and procedures, developing and writing regulations, auditing private and public pharmacies for compliance, and serving as the designated expert on the Medicaid Pharmacy Program representing the program to parties throughout the state. The duties and responsibilities assigned this position are characteristic of the Medicaid Pharmacy Program Manager job class. The PD will be submitted as an update. The changes to the job class resulted in a range change for this position effective May 16, 2003.

PCN 06-5258 is in the Division of Mental Health & Developmental Disabilities, Alaska Psychiatric Institute. The position is supervised by PCN 06-5284, Medical Officer. The position manages the API pharmacy program providing pharmaceutical services to API and to Division of Family and Youth Services correctional facilities. The preponderance of duties involve maintaining patient medication profiles, ordering, handling, storing, preparing and dispensing pharmaceuticals, reviewing and approving the work of a Pharmacy Technician, ensuring security of medications and equipment, distributing pharmaceuticals to each unit and DFYS facility. This position performs some of the clinical review and consultation duties characteristic of the Clinical Pharmacist class, but the amount of time dedicated to these duties is not sufficient to be class controlling. The preponderance of duties are characteristic of the Pharmacist job class. The PD is being processed as an update.

PCN 06-5103 is in the Division of Mental Health & Developmental Disabilities, Alaska Psychiatric Institute. The position is supervised by PCN 06-5258, Pharmacist. The incumbent performs technical pharmacy tasks in preparing, packaging, and dispensing medications,

maintaining pharmacy patient profiles, and distributing pharmaceuticals to the separate units in API and to DFYS correctional facilities. This work is characteristic of the Pharmacy Technician job class. The PD is being processed as an update.

PCN 06-1927 is in the Division of Public Health, Section of Epidemiology. The position is supervised by PCN 06-1926, Pharmacist. The preponderance of duties deal with pharmaceutical supply requisition, storage, and distribution. The incumbent develops quarterly orders for Public Health Nursing regions and clinic, processes orders for bulk pharmaceuticals, and repackages, labels and distributes them. The incumbent assists with budget preparation, ensures security, storage and accounting of pharmaceutical supplies, and fills routine prescriptions from the Division's Doctors and Health Practitioners under the direction of the Pharmacist. The responsibility for technical pharmaceutical duties under direction of a pharmacist is characteristic of the Pharmacy Technician job class. The PD is being processed as an update.

PCN 06-1926 is in the Division of Public Health, Section of Epidemiology. The position is supervised by PCN 06-1863, Staff Physician. The position manages the control and distribution of pharmaceuticals used in disease control and prevention and develops and maintains plans for the activation and use of the National Pharmaceutical Stockpile (NPS) within Alaska in response to emergencies. The planning for deployment of the NPS does not require a licensed pharmacist, although actual deployment, should it be required, will require the presence of licensed staff. This is also a new body of work which is still being developed and the authority and responsibility of the position has not been clearly established in practice. The duties assigned PCN 06-1926 in dispensing prescribed pharmaceuticals are appropriately class controlling at this time. The position is allocated to the Pharmacist job class. The PD is being processed as an update. The position should be reviewed again in two years to determine if the Pharmacist class continues to be appropriate.

Department of Corrections:

PCN 20-7301 is in the Office of the Commissioner, Inmate Health Section. The position is supervised by PCN 20-X019, Assistant Medical Director. The incumbent manages the department's pharmacy program providing services to adult correctional facilities throughout the state. The incumbent is responsible for ordering, handling, storing, preparing and dispensing pharmaceuticals, reviewing and approving the work of Pharmacy Technicians, ensuring security of medications and equipment, distributing pharmaceuticals to each correctional facility, and periodically inspecting each facilities medication storage and dispensing areas and procedures to ensure proper records and security are being maintained. This scope of work is characteristic of the Pharmacist job class. The PD is being processed as an update.

PCN's 20-7304 and 20-7308 are in the Office of the Commissioner, Inmate Health Section. The positions are supervised by PCN 20-7301, Pharmacist. The incumbents perform technical pharmacy tasks in the receipt of prescriptions, packaging of pharmaceuticals, maintaining records, and distributing pharmaceuticals to each of the state's adult correctional facilities. This work is characteristic of the Pharmacy Technician job class. The PD's are being processed as updates.

Attachments:

Allocation worksheet

Final class specifications

STATE OF ALASKA
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STANDARD OPERATING PROCEDURE

I. THE CLASSIFICATION SYSTEM

A. Purpose

The purpose of this SOP is to delineate the primary principles, policy guidelines, and the Classification Plan which are the basis for the classification system used for the classified and partially exempt (PX) services in the State of Alaska.

B. Scope

This SOP will describe general classification principles and factors used in analyzing positions and components of the classification system in the classified and PX services. The Classification Plan is included in Addendum A. Addendum B lists commonly used references and resources.

C. Authority

AS 39.25.010—Merit principles, salary plan
AS 39.25.150(1)—Require rules on a classification plan
2 AAC 07.005—Classification Plan
2 AAC 07.010—Class Specifications
2 AAC 07.015—Class titles

D. Whole Job Classification

A classification plan is an organized arrangement of positions designed to facilitate a number of human resource management functions including recruitment, selection, salary administration, transfer and layoff. Positions bearing sufficient similarities are grouped together, given a single classification title and treated similarly for these purposes. The State of Alaska has developed a position classification plan in which all positions in the classified and partially exempt services are grouped together on the basis of duties and responsibilities. Comparative analysis of the "whole job" is the method used by the State for position classification and salary setting. The job as a whole is evaluated by comparing it against job class specifications and existing positions which illustrate the kind and level of work performed by a particular job class. The State's pay plan preparation, maintenance, revision, and administration is based upon the position classification plan and reflects the principle of like pay for like work [Alaska Statute 39.25.150(2)]. In setting salaries, comparison of the whole job is made to other internal job classes and/or positions outside State government.

E. Components of the Classification System

The basic components of the classification system, in order from smallest to largest:

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1. Position – A group of duties and responsibilities designed to be performed by an individual and which is authorized and designated by a position control number (PCN).
2. Job Class – A group of positions sufficiently similar in duties and responsibilities, degree of supervision exercised or required, and entrance requirements that they may be treated the same for purposes of recruitment, selection, compensation, transfer and layoff. The kind and level of work assigned to positions in a job class must be essentially the same.

Example: Administrative Manager I (1907)

3. Class Series – Two or more classes sharing a common title which are similar as to type of work, but differ as to level of difficulty and responsibility.

Example: Administrative Manager I, II, III and IV (1907,1908,1909 and 1910).

4. Job Family – A group of classes and class series that are closely related. Typically, initial preparation for employment and subsequent career progression are similar for all job classes in a family.

Example: General Administrative (P19XX)

5. Occupational Group – A group of related classes, class series, and job families that encompass relatively broad occupations, professions, or activities.

Example: Clerical, Fiscal, and Administrative (P1XXX)

The Classification Plan, organized by these components, is Addendum A to this SOP.

F. Factors

In order to assign positions to job classes, comparisons must be made between the position and the relevant job class specifications. Also, in setting salary ranges for new job classes, comparisons between classes must be made. The factors described below provide a basis for analyzing positions and for making these comparisons.

1. Nature, variety and complexity of work.

“Nature” includes the kind of work performed as shown by such elements as the subject matter, profession or occupation involved. “Variety” as

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applied to a position includes the range of duties and the inherently different kinds of work included in the position. As applied to a class, it reflects the range of kinds of work and skills which are included in the class. "Complexity" includes the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.

Consider the following:

What subject matter, profession, occupation or function is involved?

What skills, knowledge and techniques are applied?

Are the various tasks in the same or related subject matter fields?

Are the various tasks of a recurring type or do they present nonrepetitive problems?

Are assignments made to the position selected on the basis of difficulty?

2. Nature of supervision received by the incumbent.

Supervision received covers the nature and extent of deliberate, planned supervisory controls exercised over the incumbent of the position (or, in relation to a class, typically exercised over incumbents in a class of positions) which limit the scope of work, the independence with which it is performed, and the nature and finality of decisions. Included are items such as the basis for selection of work assignments, the nature of direct instructions or advice from a supervisor the incumbent receives, and the extent and degree to which actions and decisions are limited (by review of all cases, by spot checks, or review of the program for effectiveness or for conformity with policy).

Consider the following:

From whom does the employee receive instructions?

What type of instructions are they and how general or detailed?

Is supervision over the position technical, functional, administrative?

Is the work reviewed during process or upon completion?

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Is the work product given a technical review or is it reviewed only for compliance with administrative matters?

3. Nature of available guidelines for performance of work.

This factor relates to the extent to which performance of the work is controlled or influenced by rules, regulations, manuals, procedures, prescribed work practices, principles, policies, or other written instruction or methods.

Consider the following:

How is the employee's work controlled by manuals, rules, regulations, and policies?

Are policies and procedures governing work general or specific?

How much initiative or latitude is the employee allowed to plan or execute the work?

4. Initiative and originality required.

This factor relates to the degree of inventiveness, imagination, and ability to innovate or create that is required in the work, the extent to which the work requires new approaches or previously unused methods and deviations from standard work practices. The resourcefulness or ingenuity required to solve new problems or old problems in new ways is the crux of this factor.

Consider the following:

How much initiative is given the employee in deciding how to accomplish the assignment?

How much and what type of review is given to the work while in process?

Is the employee required to devise new methods or procedures?

Does the employee adapt existing methods to fit the assignment?

Does the employee work out solutions to problems for which no existing solution exists?

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Does the employee analyze and evaluate the recommendations of others in relation to the above?

5. Purposes and nature of person-to-person work relationships.

This factor includes what, why, how, and with whom relations are maintained with persons not in the supervisory chain based within or outside the agency. The purposes typically include (a) to give or secure information, (b) render personal service, (c) perform administrative services, (d) explain policies or method, (e) interpret programs, plans or individual actions, (f) coordinate and secure cooperation, or (g) resolve controversies by means of personal contact.

Consider the following:

What contacts does the employee have with others within the agency? Outside the agency?

What is the purpose of these contacts?

What type of subject matter is dealt with?

Is the subject matter simple, complex, broad, narrow, controversial?

What conditions make it easy or difficult to accomplish these contacts?

During these contacts, does the employee have authority to make official commitments?

6. Nature and scope of recommendations, decisions, commitments, and consequence of error.

This reflects the questions, problems, or types of cases regarding which the employee makes recommendations, decisions, commitments, or conclusions which affect operations, plans, programs, methods, or policies; and the degree of finality in such judgments or actions as measured against such criteria as instructions, delegated authority, and review by supervisors, or agency policies, rules, regulations, statutes, or precedents.

Also included is the likelihood of an error being made by a prudent

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STANDARD OPERATING PROCEDURE

employee and the consequence of that error to individuals, operations or programs.

Consider the following:

What decisions does the employee make which are not reviewed by others?

If the employee's decisions are reviewed, what is the type and extent of this review?

What types of problems are these and how important are they?

What is the employee's responsibility for recommendations on agency programs and policy?

How final are the employee's decisions and recommendations in relation to the functions of the agency?

What would be the consequence of errors or inadequacies in these recommendations and decisions?

7. Nature and extent of supervision exercised over the work of other employees.

"Nature of supervision exercised" includes the kinds of supervisory responsibilities in areas such as setting policies; establishing objectives; planning, organizing and establishing work flow; making assignments and reviewing work; selecting, training, and rating performance of employees; coordinating production; and attending to the personnel and administrative functions of the organization.

"Extent" includes the degree of independence and responsibility with which such functions are performed, the scope of performance as reflected in: the difficulty of the work, the size and complexity of the organization, the variety of functions, etc.

Consider the following:

What is the extent of the employee's formulation of policies and the scope of these policies?

What is the responsibility for control over the objectives and

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purpose of the work supervised and the form and quality of the end product?

Does the employee plan for an entire organization or plan specific techniques for given tasks?

What is the employee's responsibility for organization of work, work flow and methods of operation? Does the employee determine work methods or assure that approved methods are used?

What latitude does the employee have in making work assignments?

What type of review does the employee make of the work of others – detailed, general, technical, policy, administrative?

What is the extent of the employee's responsibility in selecting, promoting, transferring, evaluating and disciplining employees and settling grievances?

What general administrative responsibilities does the employee have (supplies, equipment, budgeting)?

What is the number and class level of subordinates supervised?
What is the complexity of the organization supervised?

8. Qualifications required.

"Qualifications required" includes the knowledge, skills, abilities, and other requirements for performance of the work. **The qualifications required should reflect the other seven factors**, as well as in the tasks assigned to the position. [Further information on writing knowledge, skills and abilities (KSAs) requirements is contained in SOP 07-III.]

Consider the following:

What knowledge is required for reasonable success in the position?

What knowledge is required upon entry to the job?

What knowledge can be gained on the job in a reasonable period?

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What skills and what level of proficiency are required for the position?

Are these skills required at entry or can they be acquired during the probationary period?

What kinds of machines and equipment are used?

What general abilities are required for the position?

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Comparable Salaries for the State of
Alaska's Oil and Gas Revenue Auditor III
and Corporate Income Tax Auditor III
Positions

30 January 2006

Alaska Department of Revenue
Tax Division
Nels Tomlinson

Purpose

This report is intended to present salaries for positions in the private and government sectors which are comparable to the State's Oil and Gas Revenue Auditor III and Corporate Income Tax Auditor III Positions.

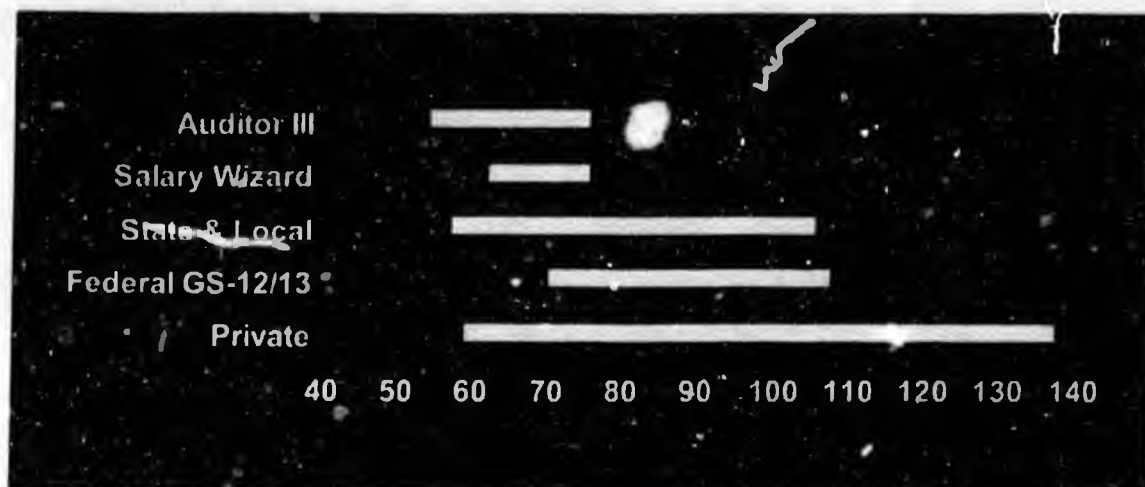
Findings

The pay range for the State Auditor III positions is on the low end of the pay range for roughly similar jobs. The pay range for similar jobs is \$56,000 to \$120,000, while the pay range for Auditor III jobs is \$53,000 to \$75,000.

Comparable private jobs pay between \$60,000 and \$120,000 after adjusting for the cost of living differential. Comparable Federal jobs pay between \$93,000 and \$121,000, including the Federal COLA. The fact that the COLA is tax free means that those numbers understate the attractiveness of the Federal pay scale. Comparable state and local government jobs in the Lower 48 pay between \$56,000 and \$105,000, after adjusting for the cost of living differential. Internet salary wizards suggest a range between \$61,000 and \$75,000 for accountants in Anchorage.

Jobs which give comparable pay involve less responsibility and typically require less experience, while jobs which require comparable knowledge and responsibility offer higher pay, often require more training and experience, and often involve management or corporate officer responsibilities.

The chart below shows the pay ranges for the several categories of salary information. The starting pay for the Auditor III position is the lowest pay for any of the comparable positions found. The top pay for the Auditor III matches the upper end suggested by the internet salary wizards for simple accountants (title "Accountant III") in Anchorage. The Private and State & Local pay ranges start nearly 10% higher than our Auditor III pay range, and go far higher. The Federal pay range starts \$16,000 above the low end of the Auditor III range, which is \$8,000 above the high end, and tops out at \$107,000, more than 40% above the high end of the Auditor III pay range.



The Requirements of the State Auditor Positions

The positions Oil and Gas Revenue Auditor III and Corporate Income Tax Auditor III require people with significant skills and large knowledge sets. The auditors must be able to independently audit the tax returns of a company which is reporting income from operations of a number of business units in a number of countries, which potentially use different accounting systems and operate under different laws. Their work can significantly affect the State's revenues and is likely to result in legal appeals. The auditors may have to provide expert testimony to courts or the legislature, and provide tax consultation to government and private parties. This demands several years of appropriate experience, and appropriate credentials.

The minimum requirements for the positions are a Bachelor's degree in Accounting, Finance or Business with at least 18 semester hours in accounting and either successful completion of the Auditor II flexible training plan criteria or one year experience as an Auditor II. The total experience requirement is three years of applicable, professional experience. A CPA license may substitute for the education, but not for the experience.

The Nature of the Comparison

Since the purpose of this report is to determine an appropriate level of compensation for these auditor positions, it seems reasonable to look at the resources which a prospective applicant might consult to determine his target salary, and his other opportunities. These include "salary wizards" at various internet bulletin boards; private, state and federal job postings; and news articles which address the issue.

Private Sector Comparisons

State auditor jobs seem to involve an unusual level of complexity for non-management positions. Many private jobs whose description indicated a comparable level of complexity involved either managerial or corporate officer responsibilities. A further difficulty in finding salaries for comparable private sector positions is that most companies do not provide details about salary in their job postings, other than to boast of "competitive salaries and benefits."

Salaries for Outside jobs were adjusted using cost-of-living information found on the Internet. Even after adjusting for the higher-than-Anchorage cost of living in New York and California's Bay Area, comparable jobs in those places pay more than the Auditor III range. For example, a Senior Manager in Oakland, CA is being offered, after adjusting downward by 23%, a salary of \$77,000 to \$100,000. A Tax manager in Midtown New York is being offered, after adjusting downward by 12%, \$79,000 to \$97,000. The State of Alaska is offering its Auditor IIIs \$53,000 to \$75,000.

Selected Private Sector Auditor/Accountant Salaries					
Job Title	Location	Education	CPA?	Experience	Salary¹
Audit/Tax professional ²	New Jersey	BS Accounting	Preferred	2 to 10+	\$60 - \$120
Auditor ²	New Jersey	BS Accounting	No	3 minimum	\$72 +
Auditor ²	New Jersey	BS Accounting	MBA/CPA preferred	3 to 6 years audit experience	\$72 - \$96
Tax Analyst ²	New Jersey	BS Accounting	No	1 to 3 years private tax accounting	\$72 - \$78
Audit Manager ²	New Jersey	BS Accounting	Required	3+ years with CPA	\$90 - \$114
Senior Tax Manager ³	Paramus, NJ	BS Accounting, MS preferred	Required	7+ years	\$137
Tax Manager-Public ⁴	Midtown NY	Not listed	Not listed	7+ years, international experience preferred	\$79 - \$97
Tax Manager-Public ⁵	Oakland, CA	BS or higher	Not listed	3+ years	Up to \$58
Senior Manager ⁶	Oakland, CA	Not listed	Required	6+ years significant and progressive experience	\$77 - \$100
1 Salary in \$1,000s.					
2 From Nauticus Group. http://www.nauticusgroup.com/career_jobs.html . Salaries have been multiplied by 1.2 to adjust for Alaska's higher cost of living.					
3 From Robert Half Associates. http://www.roberthalffinance.com . Job Order Number: 272-9295903, retrieved 26 January 06. Salary multiplied by 1.1 to adjust for Alaska's higher cost of living.					
4 From Robert Half Associates. http://www.roberthalffinance.com . Job Order Number: 294-9303325, retrieved 26 January 06. Salary multiplied by 0.88 to adjust for Alaska's cost of living. Note: Cost of living calculated using Queens, NY, NY. If the incumbent chose to live in New Jersey and commute, the multiplier would have been 1.1 to 1.2.					
5 From Robert Half Associates. http://www.roberthalffinance.com . Job Order Number: 221-100612, retrieved 26 January 06. Salary multiplied by 0.77 to adjust for Alaska's cost of living. Note: Cost of living calculated using Oakland, Ca. If the incumbent chose to live in Castro Valley, CA, the multiplier would have been 0.80.					
6 From Robert Half Associates. http://www.roberthalffinance.com . Job Order Number: 034-107191, retrieved 26 January 06. Salary multiplied by 0.77 to adjust for Alaska's cost of living. Note: Cost of living calculated using Oakland, Ca. If the incumbent chose to live in Castro Valley, CA, the multiplier would have been 0.80.					

Federal Sector Comparisons

It is difficult to compare private sector positions to government positions, even when their responsibilities are apparently similar. It is also difficult to compare positions in the lower 48 with positions in Alaska, because of the very different amenities and living conditions. These difficulties don't apply to Federal positions in Alaska: they are in government service, they do very similar jobs, and they live in the same communities as the State workers. This makes them the ideal comparison for State employees.

The IRS has many jobs which seem roughly comparable to Alaska's Auditor IIIs, though none seem to require the familiarity with multiple jurisdictions which is required of our Auditor IIIs. All of the IRS's somewhat comparable positions are titled "Internal Revenue Agent," and the non-supervisory positions range from GS-05 to GS-11, with base salaries in the lower 48 ranging from \$25,000 to \$60,000. The IRS uses GS-13 level employees to perform comparable audits. The base pay of the GS-13 pay range is \$66,000 to \$86,000. The Selected Federal Auditor/Accountant Salaries table, below, shows two GS-13 positions which have levels of responsibility and knowledge requirements comparable to the Auditor III positions.

In Alaska, these positions would receive an additional (above the base pay) 25% cost of living allowance (COLA), which is tax free. The Federal Government apparently believes that they need to offer this COLA to attract and retain good employees in Alaska. Because this COLA is tax free, it is not straightforward to compare it to a state salary. For an employee in the 28% tax bracket, the 25 % tax free COLA is equivalent to a 34% taxable COLA, ignoring any possible change in tax bracket resulting from the increase. Therefore, the Federal salaries reported below are probably far more attractive than the numbers would imply.

The 2003 U.S. Office of Personnel Management (OPM) report¹ on COLA in Alaska shows that according to their method, in 2003, the cost of living in Anchorage, AK was 12.63% higher than in Washington, D.C. As a result, the published policy is to gradually reduce the Federal COLA to 18%. An 18% tax free Federal COLA would be roughly equivalent to a 25% taxable COLA for an employee in the 28% tax bracket, again ignoring any possible change in tax bracket resulting from the increase. Thus, the eventual Federal COLA will be roughly equivalent to a 25% higher salary for Alaskan workers.

Interestingly, the Internet salary calculator² shows that the cost of living in Anchorage, AK is 79% of that in Washington, D.C. The difference between the OPM COLA and the salary wizard number is that the Federal number assumes that the employees will live in Virginia or Maryland rather than in D.C. For example, the salary wizard shows that an

¹ 2003 Nonforeign Area Cost-of-Living Allowance Survey Report; Alaska and Washington D.C. Areas; Notice. Federal Register, Vol. 69, No. 49/Friday, March 12, 2004, pp. 12002-12048.

² See the "Methods" section, at the end of this report.

employee who lived in Fredricksburg, VA, would face a 12% higher cost of living in Anchorage.

In a 1999 study³ for the OPM, Joel Popkin and Company considered the methods used to compute the Federal COLA. Their conclusion was that the current method underestimates the actual cost of living differential between Washington, D.C. and Alaska. An example they give of this is that the amount of heating oil in the "consumption basket" is the amount appropriate for Washington, which drastically understates the importance of the difference in the amount spent on heating oil. The report also mentions non-price factors not included in the current methodology, such as the need for air travel, quality of schools and climate. Every refinement they propose would have the effect of increasing the COLA. It seems probable, therefore, that the proposed future Federal COLA of 18% may underestimate the actual additional pay necessary to compensate for the cost of living differential.

The Federal salary range for the GS-11 positions, the responsibilities of which are slightly less demanding than those of our Auditor IIIs, is \$65,000 to \$92,000 after adding the current, tax free COLA. The experience requirements are quite similar to those of the State's Auditor III positions, though the education requirements are slightly more exacting, requiring 30 rather than 18 semester hours of accounting. The Federal salary range for the GS-13 positions, comparable to our Auditor III positions, is \$83,000 to \$107,000, after adding the current, tax free COLA. Our Auditor IIIs receive \$53,000 to \$75,000.

³ Non-Foreign Area Cost-of-Living Allowances: Final Report: A summary of SHWG Research Tasks. Joel Popkin and Company, 1999, retrieved from <http://www.opm.gov/oqa/cola/research.asp>, 19 January 2006.

Three representative positions are reported below.

Selected Federal Auditor/Accountant Salaries					
Job Title	Location	Education	CPA?	Experience	Salary¹
Internal Revenue Agent, Bank Secrecy Act Examiner, GS-5 to GS-09 ²	Central U.S.	BS Accounting, 30 credits accounting minimum	May substitute CPA for education.	Experience may substitute for up to 2 years of college.	\$31 - \$63
Internal Revenue Agent, Bank Secrecy Act Examiner, GS-11 ³	Central U.S.	BS Accounting, 30 credits accounting minimum	May substitute CPA for education.	3 years of PH.D. studies or 1+ years of experience at next lower level ⁴ .	\$58 - \$75
Internal Revenue Agent, GS-11 ³	Central U.S.	BS Accounting, 30 credits accounting	May substitute CPA for education.	3 years of PH.D. studies or 1+ years of experience at next lower level ⁴ .	\$58 - \$75
Internal Revenue Agent, GS-13 ⁵	Hypothetical	Unknown BS Accounting, 30 credits accounting.	May substitute CPA for education.	1 year+ specialized experience ⁶ .	\$83 - \$107
Forensic Auditor, GS-12/13 ⁷	Atlanta, GA	BS Accounting or related, with 24 credits accounting.	May substitute for degree.	1 year+ specialized experience ⁶ .	\$69 - \$107
1 Salary in \$1,000s. Outside salaries have been multiplied by 1.25, the amount of the federal COLA for employees in Alaska.					
2 This position has responsibilities comparable to the State's Auditor I or II. Federal job descriptions retrieved from http://www.usajobs.opm.gov/ , 10 January 06					
3 This position has responsibilities somewhat less than those of the State's Auditor III. Although the requirements are broadly similar, the GS-11 Agent does not take the lead in independently auditing multi-national companies. Federal job descriptions retrieved from http://www.usajobs.opm.gov/ , 10 January 06					
4 The next lower level for the GS-11 positions is GS-09, which requires two years of progressively responsible experience (GS-05/07), for a total of 3 years.					
5 This position has responsibilities directly comparable to the State's Auditor III. Information retrieved from http://jobs.irs.gov/opp_acc_iraSr.html on 27 January 2006.					
6 The next lower level for the GS-13 is GS-12, which requires four years of progressively responsible experience (GS-05/07/09/11), for a total of 5 years.					

Salary Wizard Results

Potential applicants for State jobs are likely to use one of the salary wizards available on the Internet to evaluate salary offers. I have therefore consulted several of these to determine what our potential applicants might see.

Yahoo!'s hotjobs site has a salary wizard which reports that an Accountant III in Anchorage should expect a median salary of \$67,000, with two-thirds of them receiving between \$61,000 and \$75,000. The State of Alaska's Auditor IIIs currently earn a salary range of \$53,000 to \$75,000.

Kforce Professional Staffing's salary wizard reports essentially the same numbers for an Accountant III in Anchorage.

Business Finance Magazine's salary wizard reports that median compensation for a Senior Accountant with 3+ years of experience in the Western U.S. (including Alaska) will be \$55,000. If that median salary is multiplied by 1.25, as an applicant might choose to do to allow for Alaska's higher costs, he would expect a median salary of \$69,000 in Alaska. The State of Alaska's Auditor IIIs currently earn a salary range of \$53,000 to \$75,000.

The Creative Financial Staffing salary wizard reports that accountants working in Alaska's Rail Belt earn an average salary of \$49,000. However, the average accountant's job is less demanding and less responsible than the average Auditor III's job. An accountant will typically be working with, at most, the Federal Income Tax code and the Alaska Corporate Income Tax code, while the State's Auditor IIIs must work with the Federal code, and with the income tax codes of Alaska and an arbitrary number of other states and foreign countries.

State and Local Sector Comparisons

Several state and local government jobs outside Alaska show a wide range of requirements and salaries. The lowest-paying is an Auditor 3 in Louisiana, which seems to be a less demanding, less complicated position than Alaska's Auditor III positions. The highest paying is a Revenue Tax Specialist in Alabama, which requires incumbents to have an MS in Tax Accounting, or an MS in Tax Laws, and to spend 20% of their work time in continuing education. The salary range for positions whose responsibilities are comparable to Auditor III is \$56,000 to \$105,000, after adjusting to Alaska's cost of living. The State of Alaska's Auditor IIIs currently earn a salary range of \$53,000 to \$75,000. Salaries for Outside jobs were adjusted using cost-of-living information found on the Internet.

Selected State and Local Sector Auditor/Accountant Salaries					
Job Title	Location	Education	CPA?	Experience	Salary¹
Internal Auditor ²	Oregon	BS Accounting	In progress	None	Up to \$86
Auditor 3 ²	Louisiana	BS Accounting	No	2+	\$46 +
Foreign Audit Specialist ⁴	Alabama	BS Accounting	No	1+	\$56 - \$86
Revenue Tax Specialist ⁴	Alabama	MS Accounting	No	None	\$69 - \$105
¹ Salary in \$1,000s. Salaries adjusted for cost of living differential.					
² Found at http://www.jobsinthemoney.com/pb/guest/viewjob.cfm?jobsID=229473 . Salary multiplied by 1.38 to adjust for cost of living.					
³ Found at http://www.civilservice.louisiana.gov/Examining/JobFliers/PrintableFliers/accounting.doc . Salary multiplied by 1.45 to adjust for cost of living. The responsibilities of this position are comparable to Alaska's Auditor I or Auditor II.					
⁴ From State of Alabama Personnel Department. Salary multiplied by 1.41 to adjust for cost of living.					

Relevant News Articles

The U.S. Department of Labor's Occupational Outlook Handbook reports that employment for accountants will grow faster than average well into the next decade.

The Wall Street Journal, in 2004, listed Forensic Accountants as one of ten bright spots in the employment picture.⁴ Also in 2004, the Wall Street Journal reported that the Sarbanes-Oxley act had greatly increased the demand for experienced accountants.⁵ The Houston Chronicle reported in 2004 that PricewaterhouseCoopers had to "import" accountants from Canada to meet the demand.⁶ In 2005, the Wall Street Journal reported that accounting firms are scrambling to find experienced CPAs, as demand for accountants outstrips supply.⁷ The Epoch Times reported in 2005 that a shortage of accountants in the U.S. is sharply driving up salaries.⁸

Methods

To adjust Outside salaries to Alaska's cost of living, I used a salary calculator on the Internet, typical of the resource which a job candidate might use to make such comparisons. The calculator was found at

⁴ Wall Street Journal Article, "Ten Bright Spots in a Jobless Recovery," retrieved from <http://college.wsi.com/careerpaths/findcareerpath/20040330-neuborne.html> on 13 January 2006.

⁵ Wall Street Journal Article, "Tougher Regulations Create New Accounting Opportunities," retrieved from <http://www.careerjournal.com/salaryhiring/industries/accounting/20041201-buss.html> on 13 January 2006.

⁶ Houston Chronicle, 11 December 2004, "Accountants Can't Keep Up With Numbers," retrieved from <http://www.chron.com/disp/story.mpl/business/2942660.html> on 13 January 2006.

⁷ Wall Street Journal Article, "Accounting Firms Scramble to Find Experienced CPAs," retrieved from <http://www.careerjournal.com/salaryhiring/industries/accounting/20050322-mcgee.html> on 13 January 2006.

⁸ The Epoch Times, 18 July 2005, "U.S. Accountant Shortage Drives Salaries up Sharply," retrieved from <http://english.epochtimes.com/news/5-7-18/30411.html> on 13 January 2006.

<http://www.jobsinthemoney.com/common/salarytables.cfm?link=http://www.homefair.com/calc/salcalc.html>.

This report considers only base pay, since useful information on bonuses and fringe benefits seems to be unobtainable.

Private industry positions often add bonuses to base pay, and those bonuses are often a substantial fraction of the total compensation. Therefore, a comparison based only on base pay might understate the attractiveness of private sector salaries.

Most large private employers have benefit packages which are nearly as complete as the State of Alaska's. They typically include medical benefits and contribution matching for 401k plans, but may not include dental and vision coverage, and may require that the employee pay a higher portion of the cost. A comparison which excludes benefits might overstate the attractiveness of private sector jobs.

Federal positions have a benefit package roughly comparable to the State of Alaska's. Federal pay presented here includes a 25% tax free COLA, which is worth significantly more than a 25% taxable COLA, as discussed above in the section on Federal positions.

STATE OF ALASKA

DEPARTMENT OF ADMINISTRATION

DIVISION OF PERSONNEL

FRANK H. MURKOWSKI, GOVERNOR

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March 2, 2006

The Honorable Paul Seaton
Chair State Affairs Committee
Alaska State Legislature
Juneau, Alaska

RE: HB 485, Turnover and Retention in all job classes

Dear Chairman Seaton,

As requested during the February 28, 2006, hearing on HB 485, I have enclosed a list of job classes where turnover and recruitment difficulty is negatively impacting program delivery. The list was originally put together in response to a request by Senator Dyson's office during the last legislative session. The list itself was generated through a request to the Administrative Service Directors of each department in the Executive Branch. Not every department responded and there has been no independent analysis to determine what level of turnover and recruitment difficulty actually exists.

As I mentioned during the hearing, the Division of Personnel is in the process of conducting a recruitment and retention analysis of all our job classes in preparation for implementing a market based pay policy. I would be happy to share the results of that analysis as it becomes available.

If you have any questions or concerns about this spreadsheet, please do not hesitate to contact me.

Sincerely,



Mila Cosgrove
Director of Personnel

cc: Representative Berta Gardner
Michael Tibbles, Deputy Commissioner, Dept. of Administration

MEMORANDUM

State of Alaska
Department of Administration
Division of Personnel

To: Senator Dyson
Chair
Senate Finance Subcommittee

Date: March 23, 2005

From: Mila Cosgrove
Director

Phone: 465-4429

Fax: 465-3415

Email: Mila_Cosgrove@admin.state.ak.us

Subject: Classifications where turnover & recruitment impact program delivery

As requested, I have attached a spreadsheet summarizing some of the classifications where turnover and recruitment difficulty are having an impact on state agencies' ability to deliver program services. I thought it would be helpful for you to understand how the list was generated and the limitations on the information.

In answering the question, where is turnover impacting the state's ability to deliver program services?, it was necessary to take a slightly broader look than just turnover statistics. Turnover, in and of itself, is not indicative of an agency's ability to deliver services. Some classifications, especially those at the clerical and technical level, often have high turnover. As a general rule, replacements are easily found and the training time is not significant. On the other hand, there are some job classifications that have a "lower turnover rate" but when a hiring manager tries to fill the position, there are not qualified applicant pools available. Therefore, the ability to successfully recruit for positions is a large part of answering the question accurately.

The State of Alaska maintains an on-line recruitment and application system. The system gathers data, but does not produce reports that can be easily used to answer questions about recruitment failure rates. The Division of Personnel is working on answering that question with the data available, but it is a manual process and the data won't be summarized accurately for several weeks. Therefore, I asked the Administrative Service Directors and the Division of Personnel recruitment staff to provide me with an anecdotal list of job classes where recruitment has historically been a problem. I combined the anecdotal list of job classes with turnover statistics (for CY04) and projected retirement statistics (1 year projection covers FY05, 5 year projection covers through FY09) to arrive at the report attached.

In reviewing the information provided by the departments, I noted some general trends.

- Several professions are nearing crisis point where a combination of high turnover and difficulty in recruitment are currently compromising the state's ability to provide program services. These same classifications have a high number of projected retirements within the one year and five year time frames. These job classes include: Nurses, Environmental Conservation Managers, Fisheries Biologists, Engineers, Correctional Officers, Adult Probation Officers, Juvenile Probation Officers, Supervisory and Management levels of the Alaska State Trooper series, Pharmacists, Electrical Inspectors, and Equipment Operators.
- Many professions play a critical role in helping to maintain the infrastructure of state government. While these positions do not provide direct program services to the public, they

do play a critical role in assuring that other staff can provide direct services. These job classes include: Analyst/Programmers, Systems Programmers, Data Communication Specialists, Data Processing Managers, Accountants, Administrative Managers, Program Budget Analysts, Auditors and Research Analysts.

- Some job classes have low turnover rates, but anticipated retirements and historical recruitment difficulty indicates that the state's ability to deliver program services may be compromised in the near future. Examples of these classes include: Fish pathologists, Fish Scientists, Librarians, Geologists, Agronomists, Archaeologists, Microbiologists, Boiler Inspectors, Education Administrators, Revenue Auditors and the State Archivist. Several departments did not articulate specific job classes, but noted that highly specialize professions were difficult to fill when vacancies occurred.
- Although in general we experience a high degree of turnover in lower level classes, it was noted by two agencies in particular that their inability to retain Administrative Clerks II (R8) and Administrative Clerks III (R10) was having an impact on program delivery. Both agencies noted a significant amount of supervisory time being spent in recruiting and training individuals.

Finally, some departments offered comments on why they believed turnover and recruitment difficulties exist in these job classes. The overwhelming comments were focused on limited applicant pools and wages that were noncompetitive with other private and public sector employers.

This list is not exhaustive and I anticipate that there will be job classes added to this list as we have access to hard data from the recruitment system.

Job Class where Recruitment is Difficult	CY04 Turnover		Retirement Eligibility		Departments reporting Difficulty	Reason ii provided
	# pos	% TO	1yr	5yr		

ADMINISTRATIVE INFRASTRUCTURE

Information Technology						
Analyst/Programmer III	69	7%	3.6%	12.5%	Fish & Game, Labor, Natural Resources, Revenue, Administration Environmental Conservation Transportation	1. Limited applicant pools 2. Wages not competitive
Analyst/Programmer IV	153	7%	9.0%	28.6%		
Analyst/Programmer V	48	10%	13.0%	43.5%		
Data Communication Specialist I	5	60%	100.0%	100.0%		
Data Communication Specialist II	6	0%	0.0%	33.0%		
Data Processing Manager I	18	11%	7.1%	35.7%		
Data Processing Manager II	8	13%	16.7%	0.0%		
Data Processing Manager III	14	0%	18.2%	72.7%		
Micro/Computer Spec I	57	12%	2.0%	16.0%		
Micro/Computer Spec II	32	16%	7.1%	21.4%		
Micro/Computer Tech I	27	15%	NA	NA		
Micro/Computer Tech II	62	15%	NA	NA		
Systems Programmer I	1	0%	0.0%	0.0%		
Systems Programmer II	3	33%	50.0%	50.0%		
Systems Programmer III	10	10%	25.0%	50.0%		
Systems Programmer IV	2	100%	50.0%	50.0%		
Systems Programmer V	1	0%	0.0%	100.0%		
Accounting						
Accounting Tech I		22%	NA	NA	Natural Resources	Limited Applicant Pools
Accounting Tech II		9%	NA	NA		
Accounting Tech III		11%	NA	NA		
Accountant II	13	23%	7.1%	7.1%	Natural Resources,	1. Limited applicant pools 2. Wages not competitive
Accountant III	60	20%	9.6%	34.6%	Labor, Environmental	
Accountant IV	35	29%	9.4%	28.1%	Conservation, Health &	
Accountant V	11	18%	36.4%	0.0%	Social Services	
Administrative/Budget						
Administrative Clerk II	572	27%	NA	NA	Labor, Health & Social Services, Environmental Conservation Transportation	High Turnover Limited applicant pools
Administrative Clerk III	572	23%	NA	NA		
Administrative Manager I	56	16%	6.1%	28.6%		
Administrative Manager II	44	7%	5.3%	31.6%		
Administrative Manager III	21	5%	10.5%	31.6%		
Administrative Manager IV	23	13%	14.3%	33.3%		
Program Budget Analyst II	2	50%	0.0%	0.0%		
Program Budget Analyst III	12	8%	0.0%	30.0%		
Program Budget Analyst IV	9	11%	0.0%	33.0%		
Auditors						
Internal Auditor I	1	0%	0.0%	0.0%	Education	1. Limited applicant pools 2. Wages not competitive
Internal Auditor II	7	0%	0.0%	20.0%		
Internal Auditor III	14	14%	9.1%	27.3%		
Internal Auditor IV	7	0%	0.0%	14.3%		
Internal Auditor V	1	0%	100.0%	100.0%		
Revenue Auditor II	1	0%	0.0%	0.0%	Natural Resources Revenue	
Revenue Auditor III	6	17%	25.0%	25.0%		
Revenue Auditor IV	13	0%	10.0%	30.0%		
Revenue Auditor V	16	0%	16.7%	58.3%		
Facilities Manager I	8	13%	0.0%	14.3%	Administration	1. Limited applicant pools 2. Wages not competitive
Facilities Manager II	2	0%	50.0%	50.0%		
Procurement Specialist III	20	25%	6.3%	12.5%	Health & Social Services	Limited applicant pools
Procurement Specialist IV	6	33%	0.0%	16.7%		
Research Analyst I	11	18%	10.0%	30.0%	Health & Social Services	
Research Analyst II	26	27%	4.8%	9.5%	Transportation	
Research Analyst III	29	21%	10.5%	36.8%		
Research Analyst IV	12	8%	40.0%	0.0%		

Job Class where Requisition is Difficult	Turnover		Retirement Eligibility		Departments reporting Difficulty	Reason if provided
	# pos	% TO	1yr	5yr		

ADMINISTRATIVE INFRASTRUCTURE

RESOURCES & ENVIRONMENT

Agriculture Inspector	3	0%	33.3%	66.7%	Natural Resources	Lack of qualified applicants		
Agronomist I	9	0%	0.0%	33.0%	Natural Resources	1. Limited applicant pools 2. Wages not competitive		
Agronomist II	4	0%	25.0%	50.0%				
Agronomist III	1	0%	0.0%	100.0%				
Archaeologist I	4	25%	0.0%	0.0%	Natural Resources	Wages not competitive with federal government		
Archaeologist II	3	33%	0.0%	0.0%				
Archaeologist III	1	0%	0.0%	0.0%				
Cartographer I	1	0%	0.0%	0.0%	Natural Resources	1. Limited applicant pools 2. Wages not competitive		
Cartographer II	15	13%	16.7%	41.7%				
Cartographer III	5	0%	0.0%	0.0%				
Cartographer IV	4	0%	0.0%	75.0%				
Chemist II	1	0%	0.0%	0.0%	Environmental Conservation	1. Limited applicant pools		
Chemist III	2	0%	33.3%	33.3%				
Chemist IV	4	0%	0.0%	50.0%				
Chemist V	1	0%	0.0%	0.0%				
Economist I	4	50%	0.0%	0.0%	Natural Resources	1. Limited applicant pools		
Economist II	9	11%	0.0%	57.1%				
Economist III	7	14%	16.7%	33.3%				
Economist IV	3	0%	0.0%	0.0%				
Environmental Analyst I	4	25%	0.0%	0.0%	Transportation	1. Limited applicant pools 2. Wages not competitive		
Environmental Analyst II	15	13%	0.0%	16.7%				
Environmental Analyst III	20	5%	0.0%	13.3%				
Environmental Conservation Mgr I	12	8%	9.1%	27.3%	Environmental Conservation	Limited number of qualified applicants		
Environmental Conservation Mgr II	9	22%	22.2%	44.4%				
Environmental Conservation Mgr III	10	20%	22.2%	22.2%				
Environmental Health Officer	25	12%	12.5%	37.5%	Environmental Conservation	1. Remote location of work 2. Wages not competitive		
Environmental Specialist I	6	17%	0.0%	0.0%	Environmental Conservation	Limited number of qualified applicants		
Environmental Specialist II	34	15%	0.0%	7.1%				
Environmental Specialist III	102	10%	8.9%	24.4%				
Environmental Specialist IV	48	10%	11.9%	28.6%				
Fisheries								
Fish Pathologist I	1	0%	0.0%	0.0%	Fish and Game	1. Limited applicant pools 2. Wages not competitive		
Fish Pathologist II	1	0%	0.0%	0.0%				
Fish Scientist I	6	0%	50.0%	75.0%				
Fish Scientist II	3	0%	50.0%	50.0%				
Fisheries Biologist II	127	4%	9.6%	27.9%				
Fisheries Biologist III	111	8%	29.8%	44.7%				
Fisheries Biologist IV	26	8%	38.9%	50.0%				
Fisheries Geneticist I	1	0%	0.0%	0.0%				
Fisheries Geneticist II	3	0%	0.0%	0.0%				
Fisheries Geneticist III	1	0%	0.0%	0.0%				
Forestry								
Forest Technicians III	58	7%	NA	NA			Natural Resources	1. Limited applicant pools 2. Wages not competitive
Forest Technicians IV	29	7%	NA	NA				
Foresters II	22	5%	5.0%	20.0%				
Foresters III	21	14%	15.8%	52.6%				
Foresters IV	3	0%	33.3%	66.7%				

Job Class whose Recruitment is Difficult	Vol Turnover # Pos	% TO	Retirement Eligibility 1yr	5yr	Departments reporting Difficulty	Reason if provided
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ADMINISTRATIVE INFRASTRUCTURE

Geologist I	2	0%	0.0%	0.0%	Natural Resources	1. Limited applicant pools 2. Wages not competitive
Geologist II	6	17%	0.0%	0.0%		
Geologist III	23	0%	22.2%	22.2%		
Geologist IV	20	0%	10.0%	40.0%		
Geologist V	2	50%	33.3%	100.0%		
Geologist VI	1	0%	0.0%	0.0%		

Natural Resource Professions						
Natural Resource Manager I	22	9%	5.6%	50.0%	Natural Resources	1. Limited applicant pools 2. Wages not competitive
Natural Resource Manager II	23	9%	11.8%	52.9%		
Natural Resource Manager III	10	30%	25.0%	50.0%		
Natural Resource Manager IV	6	17%	33.3%	66.7%		
Natural Resource Specialist I	35	17%	15.6%	25.0%		
Natural Resource Specialist II	62	8%	18.8%	35.4%		
Natural Resource Specialist III	26	8%	9.5%	42.9%		
Natural Resource Specialist IV	3	0%	0.0%	100.0%		
Natural Resource Specialist V	2	0%	0.0%	0.0%		

Recorder I	7	29%	NA	NA	Natural Resources	1. Limited applicant pools
Recorder II	25	4%	NA	NA		

ENGINEERING

Architect Assistant	1	0%	0.0%	0.0%	Education	1 limited applicant pool
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Engineers						
Engineering Assistant III	125	8%	14.2%	27.4%	Transportation	1. Limited applicant pools 2. Wages not competitive 3. Extreme difficulty in recruiting for some engineering specialties such as Traffic Engineers
Engineer/Architect I	50	16%	5.7%	17.1%		
Engineer/Architect II	38	5%	24.2%	39.4%		
Engineer/Architect III	39	5%	12.1%	30.3%		
Engineer/Architect IV	27	15%	18.2%	50.0%		
Engineer/Architect V	6	0%	33.3%	33.3%		
Technical Engineer/Architect I	29	3%	12.0%	48.0%		
Technical Engineer/Architect II	14	0%	30.8%	53.8%		
Mining Engineer Associate	1	0%	NA	NA	Natural Resources	
Environmental Engineer I	16	0%	8.3%	8.3%	Environmental Conservation	
Environmental Engineer II	7	0%	0.0%	20.0%		
Environmental Engineering Assoc I	21	0%	23.5%	41.2%		
Environmental Engineer Assoc II	6	0%	25.0%	50.0%		

PUBLIC SAFETY

Correctional Officer II	639	8%	10.7%	27.0%	Corrections	1 Limited applicant pools 2 Wages not competitive
Correctional Officer III	119	12%	21.5%	46.0%		
Correctional Officer IV	6	17%	50.0%	75.0%		
Correctional Superintendent	12	17%	58.3%	83.0%		

Probation						
Adult Probation Officer II	123	12%	15.1%	28.0%	Corrections	1. Limited applicant pools 2. Wages not competitive
Adult Probation Officer III	36	17%	26.7%	50.0%		
Adult Probation Officer IV	2	100%	100.0%	100.0%		
Adult Probation Officer V	2	50%	0.0%	50.0%		
Juvenile Probation Officer II	51	12%	24.4%	38.0%	Health & Social Services	
Juvenile Probation Officer III	17	18%	13.3%	33.0%		
Juvenile Probation Officer IV	4	50%	25.0%	50.0%		

Job Class where Recruitment is Difficult	CY04 Turnover		Retirement Eligibility		Departments reporting Difficulty	Reason if provided
	# pos	% TO	1yr	5yr		

ADMINISTRATIVE INFRASTRUCTURE

Troopers						
Major	2	50%	100.0%	100.0%	Public Safety	
Captain	10	40%	33.3%	55.6%		
Lieutenant	24	13%	50.0%	62.5%		
Sergeant	58	7%	23.1%	44.2%		
Corporal	6	0%	0.0%	0.0%		
Trooper	322	6%	4.1%	11.0%		

HEALTH CARE

Medical Professions						
Clinical Pharmacist	2	100%	0.0%	0.0%	Health & Social Services	1. Limited applicant pools 2. Wages not competitive
Pharmacist	5	20%	40.0%	40.0%	Corrections	
Mental Health Clinician II	9	33%	6.3%	37.5%		
Mental Health Clinician III	21	10%	16.7%	50.0%		
Mental Health Clinician IV	28	7%	0.0%	33.3%		
Psychological Counselor II	7	29%	0.0%	0.0%		
Staff physician	3	67%	NA	NA		
Staff Psychiatrist	10	20%	NA	NA		
Veterinary Epidemiologist	2	50%	NA	NA		

Microbiology						
Microbiologist I	1	0%	0.0%	0.0%	DEC	1. Limited applicant pools 2. Wages not competitive
Microbiologist II	4	0%	25.0%	25.0%	DF&G	
Microbiologist III	3	0%	50.0%	50.0%		
Public Health Microbiologist I	11	27%	12.5%	12.5%	Health & Social Services	
Public Health Microbiologist II	8	13%	0.0%	16.7%		
Public Health Microbiologist III	2	100%	66.7%	66.7%		

Nursing						
Certified Nurses Aide	249	18%			Health & Social Services	1 High turnover 2 Limited applicant pools
Psychiatric Nurse Assistant I	17	6%				
Psychiatric Nurse Assistant II	5	0%				
Psychiatric Nurse Assistant III	50	10%				
Psychiatric Nurse Assistant IV	13	31%				
Licensed Practical Nurse	48	15%	6.1%	26.5%	Health & Social Services	1 Limited applicant pool 2 National shortage 3 Wages not competitive with other employers
Nurse I	15	53%	0.0%	0.0%	Corrections	
Nurse II	73	16%	6.9%	29.3%		
Nurse III	30	20%	19.2%	46.2%		
Nurse IV	2	0%	0.0%	33.3%		
Nurse II (Psych)	44	27%	10.8%	37.8%		
Nurse III (Psych)	12	0%	41.7%	50.0%		
Nurse IV (Psych)	7	14%	14.3%	28.6%		
Nurse Consultant I	12	17%	27.3%	54.5%		
Nurse Consultant II	16	31%	7.7%	46.2%		
Public Health Nurse I	5	0%	0.0%	0.0%		
Public Health Nurse II	41	10%	5.3%	23.7%		
Public Health Nurse III	46	11%	23.8%	45.2%		
Public Health Nurse IV	8	0%	28.6%	42.9%		
Public Health Nurse V	5	0%	50.0%	75.0%		

OTHER PROGRAM AREAS

Attorney I	2	0%	0.0%	0.0%	Law	1 Limited applicant pool 2 High case load 3 Wages not competitive 4 Difficulty recruiting for rural areas
Attorney II	20	20%	0.0%	0.0%		
Attorney III	78	14%	1.5%	4.5%		
Attorney IV	185	7%	12.3%	34.8%		
Attorney V	73	8%	19.2%	50.0%		
Attorney VI	18	0%	6.7%	60.0%		

Job Class where Recruitment Is Difficult	CY04 Turnover # pos	% TO	Retirement Eligibility 1yr	5yr	Departments reporting Difficulty	Reason if provided
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ADMINISTRATIVE INFRASTRUCTURE

Boiler Inspector I	4	0%	0.0%	50.0%	Labor	1. Limited applicant pools
Boiler Inspector II	1	0%	0.0%	0.0%		
Education Administrator II	4	0%	0.0%	0.0%	Education	1 Wages not competitive with school districts
Education Specialist I	10	10%	0.0%	0.0%	Education	1 Wages not competitive with school districts
Education Specialist II	23	30%	11.1%	22.0%		
Electrical Inspector	4	25%	66.7%	66.7%	Labor	1. Limited applicant pools
Elevator Inspector	2	0%	0.0%	0.0%	Labor	1. Limited applicant pools
Equipment Operator Sub Journey I	17	6%	0.0%	0.0%	Transportation	1 Limited applicant pools 2 Contractual limitations on employee movement
Equipment Operator Sub Journey II	14	0%	0.0%	0.0%		
Equipment Operator Journey I	62	11%	0.0%	5.6%		
Equipment Operator Journey II	305	9%	7.9%	22.9%		
Equipment Operator Journey III/Lead	132	9%	0.0%	23.6%		
Equipment Operator Foreman I	2	250%	0.0%	0.0%		
Equipment Operator Foreman II	2	0%	33.3%	33.3%		
Juvenile Justice Superintendent I	8	0%	25.0%	38.0%	Health & Social Services	Limited applicant pools in rural areas
Librarian III	6	17%	60.0%	80.0%	Education	History of difficulty in recruitment Large number of pending retirements
Librarian IV	1	0%	0.0%	0.0%		
Mechanics, Aircraft	8	25%	0.0%	0.0%	Transportation	1. Limited applicant pools 2. Wages not competitive
Mechanics, Automotive Advanced	119	8%	10.0%	20.0%		
Social Services Associate I	10	30%	NA	NA	Health & Social Services	Limited applicant pools in rural areas
Social Services Associate II	38	11%	NA	NA		
State Archivist	1	0%	0.0%	0.0%	Education	1 Lack of qualified applicants 2 Wages not competitive 3 Inadequate staffing 4 poor building conditions
Vocational Rehab Counselors I	3	0%	15.8%	31.6%	Labor	1. Limited applicant pools 2. Wages not competitive
Vocational Rehab Counselors II	20	15%	0.0%	0.0%		
Vocational Rehab Counselors III	2	0%	0.0%	100.0%		

STATE OF ALASKA

DEPARTMENT OF REVENUE

OFFICE OF THE COMMISSIONER

FRANK H. MURKOWSKI, GOVERNOR

P.O. BOX 110400
JUNEAU, ALASKA 99811-0400
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March 1, 2006

Janet Seitz,
Office of Representative Norman Rckeberg
State Capitol
Juneau, Alaska 99801

Dear Ms. Seitz,

At the February 28th House State Affairs Committee meeting, a question was asked about a member of the Alaska Retirement Management Board continuing service on that board if his position was changed from classified to exempt. It should be clear that HB 485 will not make any currently filled position exempt, however, it is conceivable that the person in question may apply for and accept an exempt position created by HB 485.

I have quoted the part of SB 141 which sets out the qualifications for service on the ARM Board below. The individual in question was appointed to the board under subparagraph (C) below which I have put in bold and italics. The requirement for that seat is that the person be a member of the PERS system, a vested member of the PERS system remains a member regardless of a change in employment status. Therefore service on the ARM Board by this individual would not be affected by passage of HB 485.

"(b) The Alaska Retirement Management Board consists of nine trustees, as follows:

(1) two members, consisting of the commissioner of administration and the commissioner of revenue;

(2) seven trustees appointed by the governor who meet the eligibility requirements for an Alaska permanent fund dividend and who are professionally credentialed or have recognized competence in investment management, finance, banking, economics, accounting, pension administration, or actuarial analysis as follows:

(A) two trustees who are members of the general public; the trustees appointed under this subparagraph may not hold another state office, position, or employment and may not be members or beneficiaries of a retirement system managed by the board;

(B) one trustee who is employed as a finance officer for a

political subdivision participating in either the public employees' retirement system or the teachers' retirement system;

(C) two trustees who are members of the public employees' retirement system, selected from a list of four nominees submitted from among the public employees' retirement system bargaining units;

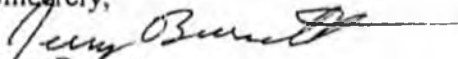
(D) two trustees who are members of the teachers' retirement system selected from a list of four nominees submitted from among the teachers' retirement system bargaining units;

(E) the lists of the nominees shall be submitted to the governor under (C) and (D) of this paragraph within the time period specified in regulations adopted under AS 37.10.240(a).

(c) The trustees, other than the two commissioners, shall serve for staggered terms of four years and may be reappointed to the board."

I trust that the above fully addresses the question. I will be available to testify at any time on this issue.

Sincerely,


Jerry Burnett

Director of Administrative Services
Alaska Department of Revenue

HB

496

ALASKA STATE HOUSE OF REPRESENTATIVES



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HOUSE STATE AFFAIRS COMMITTEE Representative Paul Seaton, Chairman

Sponsor Statement

HB 496

HB 496 creates a funding mechanism for charitable organizations in Alaska. This bill establishes a check-off on the electronic Permanent Fund Dividend application form that would allow an applicant to donate a portion of their PFD check to an eligible charitable organization, a community foundation, each campus of the University of Alaska, and postsecondary education and vocational training organizations.

To qualify for this program a charitable organization must provide a positive youth development program, workforce development, aid to the arts, or aid and services to the elderly, low-income individuals, or individuals with mental illness.

HB 496 includes further eligibility requirements for charitable organizations to ensure that the organizations fit within the sideboards of the program. To qualify an organization must:

- Apply for inclusion on the contribution list for the current dividend year before Sept. 1 of the qualifying year.
- Have been exempt from taxation under 26 U.S.C. 501 (c) (3) for the two calendar years preceding the year the application is filed.
- Be directed by a voluntary board or local advisory board whose members are all residents of the state.
- Provide a qualifying service.
- Receive the lesser of \$100,000 or 5 percent of its total annual receipts from contributions.
- Provide a financial audit for the preceding fiscal year if its annual budget exceeds \$250,000.
- Not make grants or contributions to an organization that is exempt from taxation under 16 U.S.C. 501 (c) (4) or (6).

HB 496 defines a community foundation and stipulates that they may make a minority of grants to (c) (4) or (6) organizations. This provides community foundations with flexibility in grant making to such organizations as a chamber of commerce and promotes the continued growth of the local community foundations in Alaska.

The program established under HB 496 has a sunset date of 2009. The funding required to enact this pilot program will be provided through an agreement with the Rasmuson Foundation.

24-LS1793\Y
Cook
4/3/06

CS FOR HOUSE BILL NO. 496(STA)
IN THE LEGISLATURE OF THE STATE OF ALASKA
TWENTY-FOURTH LEGISLATURE - SECOND SESSION

BY THE HOUSE STATE AFFAIRS COMMITTEE

Offered:
Referred:

Sponsor(s): HOUSE STATE AFFAIRS COMMITTEE

A BILL
FOR AN ACT ENTITLED

1 "An Act relating to contributions from permanent fund dividends to campuses of the
2 University of Alaska, certain educational organizations, community foundations, and
3 certain other charitable organizations that provide a positive youth development
4 program, workforce development, aid to the arts, or aid and services to the elderly, low-
5 income individuals, individuals in emergency situations, disabled individuals, or
6 individuals with mental illness; and providing for an effective date."

7 **BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:**

8 * **Section 1.** AS 43.23 is amended by adding a new section to read:

9 **Sec. 43.23.062. Contributions from dividends.** (a) Notwithstanding
10 AS 43.23.069, the Department of Revenue shall prepare the electronic Alaska
11 permanent fund dividend application to allow an applicant who files electronically to
12 direct that money be subtracted from the dividend payment and contributed to one or
13 more of the campuses of the University of Alaska or to one or more educational

1 organizations, community foundations, or charitable organizations that appear on the
2 contribution list contained in the application. A contribution may be \$25, \$50, \$75, or
3 \$100 or may be 10 percent, 25 percent, 50 percent, or 100 percent of the total dividend
4 amount. If the total amount of contributions elected by an applicant exceeds the
5 amount of the permanent fund dividend that the applicant is entitled to receive,
6 contributions shall be deducted from the dividend in the order of priority elected by
7 the applicant on the application until the entire amount of the dividend that the
8 applicant is entitled to receive is allocated for contribution.

9 (b) The department shall list each campus of the University of Alaska and
10 shall list each educational organization, community foundation, or charitable
11 organization eligible under (c) of this section on the contribution list in random order,
12 and the order shall be changed each year. The department shall provide a statement of
13 the contributions made by an individual that is suitable for federal income tax
14 purposes to each individual who elects to contribute under (a) of this section.

15 (c) The department may not include an educational organization on the
16 contribution list unless the primary purpose of the organization is to provide
17 vocational training or postsecondary education. Other than a community foundation,
18 the department may not include a charitable organization on the contribution list for a
19 dividend year unless the primary purpose of the organization is to provide a positive
20 youth development program, workforce development, aid to the arts, or aid and
21 services to the elderly, low-income individuals, individuals in emergency situations,
22 disabled individuals, or individuals with mental illness. In addition, the educational
23 organization, community foundation, or charitable organization

24 (1) must apply for inclusion on the contribution list for the current
25 dividend year on the form required by the department before August 1 of the
26 qualifying year;

27 (2) must be exempt from taxation under 26 U.S.C. 501(c)(3) (Internal
28 Revenue Code) as an educational or a charitable organization on the date of
29 application;

30 (3) must have been qualified for tax exempt status under 26 U.S.C.
31 501(c)(3) (Internal Revenue Code) as an educational or a charitable organization

1 during the two calendar years that immediately precede the year the application is
2 filed:

3 (4) must have a current Internal Revenue Service Form 990 on file
4 with the United States Department of the Treasury, Internal Revenue Service;

5 (5) must be directed by a voluntary board of directors or local advisory
6 board whose members are residents of the state;

7 (6) during the two calendar years that immediately precede the year the
8 application is filed, must have provided in the state aid or services of a type listed in
9 this subsection, or, for a community foundation, benefits to a defined geographic area;

10 (7) must receive at least \$100,000 or five percent of its total annual
11 receipts, whichever is less, from contributions;

12 (8) must have completed and provided to the department a financial
13 audit with an unqualified opinion, conducted by an independent certified public
14 accountant for the fiscal year immediately preceding the year the application is filed if
15 the total annual budget of the organization exceeds \$250,000 during that fiscal year;
16 and

17 (9) may not make grants or contributions to an organization that is
18 exempt from taxation under 26 U.S.C. 501(c)(4) or (6); this paragraph does not apply
19 to a community foundation.

20 (d) The department shall use an equal percentage of the total amount
21 contributed under (a) of this section to each organization for administrative costs
22 incurred in implementing this section. The amount remaining shall be distributed to
23 each organization as soon as practicable.

24 (e) The department may use an agent or enter into a contract under AS 36.30
25 for the implementation and operation of the contribution program under this section.

26 (f) A public agency that claims a dividend on behalf of an individual under
27 AS 43.23.015(e) may not elect to make contributions from the dividend under (a) of
28 this section.

29 (g) The department may adopt regulations under AS 44.62 (Administrative
30 Procedure Act) to carry out the provisions of this section. If an organization disagrees
31 with an action of the department under this section and requests an administrative

1 hearing, the hearing shall be conducted by the office of administrative hearings
2 (AS 44.64.010).

3 (h) By January 20 of each year, the department shall submit a report to the
4 legislature identifying the organizations on the contribution list for the immediately
5 preceding year, together with the amount of contributions made to each of the
6 organizations.

7 (i) For purposes of this section, "community foundation" means a nonprofit,
8 autonomous, philanthropic institution that is organized and operated primarily as a
9 permanent collection of endowed funds for the long-term benefit of a defined
10 geographic area within one or more municipalities, that has a long-term goal of
11 increasing its permanent unrestricted charitable endowment to benefit the area served,
12 that primarily provides benefits by making grants and may also provide other forms of
13 charitable services, that makes grants that are not limited to providing one type of
14 benefit or to serving one population segment, and that makes grants to multiple
15 grantees.

16 * Sec. 2. The uncodified law of the State of Alaska is amended by adding a new section to
17 read:

18 APPLICABILITY. AS 43.23.062, enacted by sec. 1 of this Act, applies to the Alaska
19 permanent fund dividends for 2007, 2008, and 2009.

20 * Sec. 3. AS 43.23.062 is repealed December 31, 2009.

21 * Sec. 4. This Act takes effect immediately under AS 01.10.070(c).

AMENDMENT #1

w/Drum

OFFERED IN THE HOUSE

BY REPRESENTATIVE SEATON

TO CS HB 496 (STA)

Page 4, line 10

Delete "one or more municipalities,"

Insert "municipality,"

^a
Amendment to change to "a Municipality"

#1

AMENDMENT

OFFERED IN THE HOUSE

BY REPRESENTATIVE SEATON

TO CS HB 496 (STA)

Page 4, line 10

Delete "one or more municipalities,"

Insert "municipality,"

a

withdrawn

#2 adopted

AMENDMENT

OFFERED IN THE HOUSE

BY REPRESENTATIVE SEATON

TO CS HB 496 (STA)

Page 3, line 19, following "foundation."

Delete: ""

more than 10%

#1

Insert "unless ~~a~~ majority of its funds over the past two calendar years that immediately precede the year the application is filed went to an organization exempt from taxation under 26 U.S.C. 501 (c) (4) or (6)."

#3

AMENDMENT #2 Adopted

OFFERED IN THE HOUSE

BY REPRESENTATIVE SEATON

TO CS HB 496 (STA)

Page 3, line 19, following "foundation."

Delete ":

Am #1 "more than 10%" instead of "a majority"

Insert "unless a majority of its funds over the past two calendar years that immediately precede the year the application is filed went to an organization exempt from taxation under 26 U.S.C. 501 (c) (4) or (6)."

AM #2 "organizations"

#3 ? to 2

Am #3

"May 1st" to

P 7. line 25

to "June 15th"

Am #4

P. 2 line 11 remove "and"

insert "alphabetical"



Alaska State Legislature Senate Majority News

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Legislation Allows Alaskans to Donate to Worthy Causes Through Dividend Program

(Juneau) - Charitable giving to worthy causes will be easier under legislation introduced today by Sen. Gene Therriault, (R - North Pole).

As chairman of the Senate State Affairs Committee, Therriault introduced SB 297, which provides a streamlined mechanism to allow **voluntary** philanthropic donations through the annual Permanent Fund Dividend application. The process will make it easier to give to organizations that provide important social services such as youth development, food and clothing to the less fortunate, and aid to the arts, elderly and disabled.

"In this age when so many things are done electronically, it only seems right to provide an innovative way for those who contribute to charity to do so through the electronic application for the permanent fund dividend," Therriault said.

SB 297 allows individuals to make a tax-deductible donation to local community organizations and help strengthen Alaska's non-profit charities. Applicants for the permanent fund could specify a dollar amount or a certain percentage of the dividend. The Rasmason Foundation has offered to implement the program and underwrite the administrative costs for the first few years.

"We applaud the Legislature for encouraging philanthropy through the permanent fund dividend program and look forward to being a partner in the success of the program," said Terry Strle, the Executive Director of United Way of the Tanana Valley.

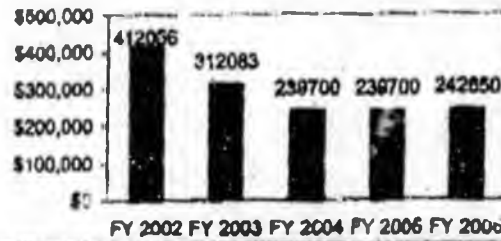
"We always do the best we can with what we have, but each year brings its own financial challenges. This year it is the enormous costs of various insurances, such as worker's comp insurance and high prices of heating fuel and gasoline. We appreciate the efforts of Senator Therriault in introducing this piece of legislation," said Samantha Castle Kirstein, Executive Director for the Fairbanks Community Food Bank.

Organizations would have to apply to be on the list and meet certain requirements to participate in the program. To be eligible, the organization must be a 501(c)(3), have a local voluntary board, provide specified services, receive a certain amount of annual receipts from contributions, complete a financial audit for the fiscal year preceding application if its total annual budget exceeds \$250,000, and meet other requirements.

State Funding Decreased 41% Since FY 2002.

The community lost the potential to generate \$459,466, \$769,662, \$1,287,480, \$1,887,899 and \$2,174,096 of other funds, project income and in-kind contributions in FY02-03-04-05-06 respectively, due to insufficient state funding.

State Funding FY 2002-2006



Farberius Community Food Bank	Collect local surplus food and give it to people who need it, through agencies who are trained to identify and respond to those needs.	\$42,914	\$3,224,000
Big Brothers Big Sisters	Match children in need of additional adult attention with adult volunteers.	\$48,914	\$1,380,189
Alaska Legal Services Corp.	Provide legal assistance to low-income families (those with incomes below 125% of poverty level) in civil cases such as housing, income, public assistance benefits, health care and family law.	\$48,914	\$98,866
North Star Youth Court	Operate community-based juvenile justice diversion and victim offender mediation program.	\$48,914	\$195,115
Resource Center for Parents and Children with Alaska Center for Children and Adults	Provide a comprehensive, coordinated, and sustainable effort to intervene in the lives of children, ages 0 - 6 who have been prenatally exposed to alcohol.	\$69,488	\$16,226
Interior Community Health Center with Chief Andrew Isaac Health Center	Provide preventative & primary health care services on a sliding fee schedule to low & moderate-income people. (Funding requested is for \$60,000 but only \$33,357 is available.)	\$33,357	\$114,840
Adult Cost Passed Through to Funded Agencies	CH-28 has placed controversial audit requirements, which exceed the State Single Audit standards, on these grants that directly reduce available dollars for program delivery.	\$680	

Interior Community Health Center with Chief Andrew Isaac Health Center	Provide preventative & primary health care services on a sliding fee schedule to low & moderate-income people. (Funding requested is for \$60,000 but only \$33,357 was funded)	\$16,840	\$48,180
Harpace of the Tanana Valley	Provide Patient Care Services and support to terminally ill people and their loved ones. Provide Bereavement Services, education, information and training on issues relating to death and dying, grief and loss.	\$80,000	\$530,038
Interior AIDS Association	Provide a comprehensive methadone treatment program and harm reduction services for opiate drug users and their community.	\$80,000	\$200,676
North Star Council on Aging	Deliver hot healthy meals as well as social contact and daily monitoring of those personal welfare to homebound elders living within the PMAA. www.pmaa.org	\$80,000	\$244,641
The Bread Line	Provide food and support to people in need. Serve nutritious hot breakfasts and lunches and provide sack lunches through Stone Soup Cafe. Operate a lottery-based day labor program.	\$60,000	\$431,610
Salvation Army	Provide secondary and tertiary preventative dental care service to non-native adults living at 180% of the poverty level.	\$60,000	\$184,723
Literacy Council with Food Bank, Love INC, Hope Counseling Center	Provide resources to overcome poverty, literacy issues, basic mental health issues and economic need to low-income families.	\$60,801	\$179,268
Boys & Girls Club of the Tanana Valley	Confront Alaska's high youth suicide numbers by increasing youth protective factors (recognize warning signs, intervene and offer appropriate referrals to trained professionals as needed).	\$46,000	\$29,098
Farberius Neive Association	Provide food boxes to home care and low-income seniors and children. www.farberius.org	\$46,875	\$270,883

FY 2006 HUMAN SERVICES COMMUNITY MATCHING GRANTS

FY2006 Human Services Community Matching Grant – Sub-Recipient List

Page 1 of 3

Fairbanks Agency	Brief Project Description	Amount Funded
Fairbanks Community Food Bank	Collect local surplus food and give it to people who need it, through agencies who are trained to identify and respond to those needs.	\$34,397
Big Brothers Big Sisters	Match children in need of additional adult attention with adult volunteers	\$34,397
Alaska Legal Services Corp	Provide legal assistance to low-income families (those with incomes below 125% of poverty level) in civil cases such as housing, income, public assistance benefits, health care and family law	\$34,397
North Star Youth Court	Operate community-based juvenile justice diversion and victim offender mediation program	\$34,397
Resource Center for Parents & Children and AK Center for Children & Adults (collaborative grant)	Provide a comprehensive coordinated, and sustainable effort to intervene in the lives of children, ages 0-5 who have been exposed prenatally to alcohol	\$68,563
Interior Community Health Center with Chief Andrew Isaac Health Center	Provide preventative & primary health care services on a sliding fee schedule to low & moderate income people.	\$24,365
	Total 06 HSCMG Funds	\$230,515