

# **State of Alaska FY2005 Governor's Operating Budget**

## **Department of Administration Personnel Component Budget Summary**

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**Component: Personnel**

**Contribution to Department's Mission**

Provide comprehensive policy, consultative guidance, and technical human resource services to and for state executives, managers, supervisors, employees, applicants and the public as required by federal and state mandate.

**Core Services**

Provide policy direction, accurate procedures and guidelines, and direct services to state agencies in all aspects of human resource management. These include:

- Recruitment, selection, and re-employment
- Job classification
- Payroll and leave accounting
- Performance management
- Employment related laws including Americans with Disabilities Act, Family Medical Leave Act, Alaska Family Leave Act, and Title 7 ant-discrimination and anti-harassment laws
- Administration of collective bargaining agreements

Provide training for:

- Human resource and general administrative staff on the technical areas of human resource management and workforce development
- Supervisors and managers on their responsibilities under law and regulation, collective bargaining agreements, and state policies and procedures
- Supervisors and managers on the principles and techniques of effective performance management

Provide centralized infrastructure for statewide human resource management including:

- Online recruitment and hiring system: Workplace Alaska
- Employee database and reports: Workpad, semi-annual State Workforce Profile
- Employee and position records
- Classification system including job class specifications
- Online training registration and record keeping system: TrainAlaska

End Results	Strategies to Achieve Results
<p><b>(1) A qualified workforce</b></p> <p><u>Target:</u> 0% of recruitments reposted due to inadequate applicant pools  <u>Measure:</u> Percentage of recruitments that are re-posted as a result of insufficient applicant pools.</p> <p><u>Target:</u> Increase the percentage of state agencies using the WPAk recruitment system  <u>Measure:</u> Percentage of state agencies using the recruitment system.</p> <p><u>Target:</u> 0% appointments reversed because of hiring manager error  <u>Measure:</u> Percentage of appointments reversed because of hiring manager error.</p> <p><u>Target:</u> 100% of all required performance evaluations</p>	<p><b>(1) Attract qualified applicants in numbers to meet needs.</b></p> <p><u>Target:</u> Hiring managers are provided with adequate pool of qualified applicants for all posted vacancies.  <u>Measure:</u> Percentage of vacancies filled on first recruitment.</p> <p><b>(2) Hiring managers use the recruitment system to make successful appointments</b></p> <p><u>Target:</u> 100% of appointments meet legal and negotiated requirements.  <u>Measure:</u> Percentage of audited recruitments in compliance with federal, state and bargained requirements.</p> <p><b>(3) Effective and fully utilized system of performance management.</b></p>

End Results	Strategies to Achieve Results
<p>completed timely  <u>Measure:</u> Percentage of required performance evaluations prepared and presented on time.</p> <p><u>Target:</u> Full employment of employees who incur occupational or non-occupational illness or injury but remain capable of work.  <u>Measure:</u> Percentage of employees who apply for occupational disability retirement who are returned to active State duty.</p> <p><b>(2) Elimination of human rights liabilities.</b></p> <p><u>Target:</u> Resolution of all informal civil rights complaints. (AS 39.28 gives the Director of Personnel direction and authority to receive, investigate and resolve complaints of discrimination in employment).  <u>Measure:</u> Percentage of complaints filed with employer that escalate to formal compliance agencies.</p> <p><b>(3) Availability of accurate statistical and analytical information.</b></p> <p><u>Target:</u> 100% of research produced provides accurate information directly related to the research request.  <u>Measure:</u> Percentage of research reports that must be redone to correct errors.</p> <p><u>Target:</u> 100% of research is provided within the timeframe quoted to customer.  <u>Measure:</u> Percentage of requests completed within the quoted timeframe.</p> <p><b>(4) Efficient, effective enterprise HR systems.</b></p> <p><u>Target:</u> 100% of core HR systems demonstrate increased efficiency.  <u>Measure:</u> Percentage of increased efficiency in core HR functions</p> <p><b>(5) An effective supervisory/ management service.</b></p> <p><u>Target:</u> 100% of supervisory actions regarding employees are defensible.  <u>Measure:</u> Percentage decrease in successful employment related disputes arising from claims of supervisory deficiencies and percentage of new hires who complete their initial probationary period.</p> <p><b>(6) An effective professional human resource service.</b></p> <p><u>Target:</u> All HR professionals acquire and demonstrate a consistent core competence in the required knowledges, skills and abilities.  <u>Measure:</u> Percentage of state incurred liability in employment related litigation/arbitration that arises from</p>	<p><u>Target:</u> 0% late evaluations.  <u>Measure:</u> Percentage of "late" evaluations, by organization.</p> <p><b>(4) Successful program of re-employment for eligible employees and former employees.</b></p> <p><u>Target:</u> 100% re-employment of qualified eligible employees and former employees.  <u>Measure:</u> Percentage of occupational retirements, unplaced ADA reassignments, displaced FMLA returnees, and other eligibles.</p> <p><b>(5) Strategic workforce planning</b></p> <p><u>Target:</u> Creation and maintenance of workforce development plan for each department that identifies critical staffing areas.  <u>Measure:</u> Percentage of Departments with strategic workforce plans.</p> <p><b>(6) Effective and fully utilized system of performance management.</b></p> <p><u>Target:</u> 0% late evaluations.  <u>Measure:</u> Percentage of "late" evaluations, by organization.</p> <p><b>(7) Successful program of re-employment for eligible employees and former employees.</b></p> <p><u>Target:</u> 100% re-employment of qualified eligible employees and former employees.  <u>Measure:</u> Percentage of occupational retirements, unplaced ADA reassignments, displaced FMLA returnees, and other eligibles.</p> <p><b>(8) Strategic workforce planning</b></p> <p><u>Target:</u> Creation and maintenance of workforce development plan for each department that identifies critical staffing areas.  <u>Measure:</u> Percentage of Departments with strategic workforce plans.</p> <p><b>(9) Executive, manager, supervisor levels are aware of human rights liabilities and responsibilities</b></p> <p><u>Target:</u> Acquaint all managers and supervisors with human rights issues, including liabilities and remedies for managers and supervisors.  <u>Measure:</u> Percentage of managers and supervisors provided with basic information regarding human rights issues, including liabilities and remedies.</p>

End Results	Strategies to Achieve Results
<p>advice or actions of HR professionals and number of warranted complaints from agency managers regarding ability of HR professionals to implement management</p> <p><b>(7) Enterprise Learning Management System.</b></p> <p><u>Target:</u> System provides portability of student transcripts, automated registration and billing, and tracking for strategic human resource development purposes. <u>Measure:</u> System is easy to use and provides accurate data to end users.</p> <p><b>(8) 8. Establish and maintain a position classification plan for classified and partially exempt positions in accord with AS 39.25.150(1).</b></p> <p><u>Target:</u> Review and update all job class specifications on a regular basis. <u>Measure:</u> % of job class specifications updated within the last five years.</p> <p><u>Target:</u> All position descriptions reviewed and updated every three years. <u>Measure:</u> % of position descriptions prepared within the last three years.</p>	<p><b>(10) Provide key demographic information on the Executive Branch workforce.</b></p> <p><u>Target:</u> Publish Workforce Profile twice each calendar year. <u>Measure:</u> Whether Workforce Profile is updated and published twice year on published schedule.</p> <p><b>(11) Provide topical research in support of management objectives which is timely and provides an accurate analysis of requested subject.</b></p> <p><u>Target:</u> 100% of subject research is responsive to management's requests. <u>Measure:</u> Percentage of research projects that must be redone in order to meet requestors objectives.</p> <p><u>Target:</u> 100% of subject analysis is provided within time frame quoted to customer. <u>Measure:</u> Percentage of requests completed within the quoted timeframe.</p> <p><b>(12) In depth research of best practices in public and private sector Human Resource Management.</b></p> <p><u>Target:</u> Identify best practices for all core HR functions. <u>Measure:</u> Percentage of core HR functions for which best practices are identified and documented.</p> <p><b>(13) Plan, design and implement IT based improvements to HR systems.</b></p> <p><u>Target:</u> Implement IT based applications for routine aspects of core HR functions <u>Measure:</u> Number of routine core HR functions that are automated or transformed from paper to electronic processes.</p> <p><b>(14) Create a consistent skill base for new State supervisors.</b></p> <p><u>Target:</u> Mandatory Supervisory training for all new supervisors. <u>Measure:</u> 100% of new supervisors trained during initial probationary period.</p> <p><b>(15) Enhance skill base of existing supervisors</b></p> <p><u>Target:</u> Provide training opportunities that increase the skill base of supervisors and managers. <u>Measure:</u> Number of courses available to address supervisory/management skill gaps.</p> <p><b>(16) Create a consistent knowledge and skill base for HR professionals.</b></p>

End Results	Strategies to Achieve Results
	<p><u>Target:</u> Training available to all HR professionals in core competency areas.  <u>Measure:</u> Percentage of HR professionals who receive training annually.</p> <p><u>Target:</u> Workforce Development plan implemented for Human Resource occupational group.  <u>Measure:</u></p> <p><b>(17) Implement performance management system tied to HR accountability.</b></p> <p><u>Target:</u> All HR professionals held accountable to written performance standards  <u>Measure:</u> 100% of all evaluations for HR professionals completed with new performance standards.</p> <p><b>(18) Develop participation in TrainAlaska.</b></p> <p><u>Target:</u> 100% of state agencies use TrainAlaska used for learning management.  <u>Measure:</u> Percentage of agencies participating in TrainAlaska.</p> <p><b>(19) Provide process for ensuring that job Class Specifications accurately reflect the duties and responsibilities assigned to positions.</b></p> <p><u>Target:</u> Prioritize all requests for creation or revision of job class specifications based upon established criteria.  <u>Measure:</u> Timely quarterly publication of prioritized schedule of classification studies.</p> <p><u>Target:</u> Conclude all high priority class studies within study timelines.  <u>Measure:</u> % of high priority classification studies completed within study timelines.</p> <p><b>(20) Provide means for establishing, maintaining and revising minimum qualifications for each job class that conform with the Uniform Guidelines for Selection Criteria.</b></p> <p><u>Target:</u> Provide means for establishing, maintaining and revising minimum qualifications for each job class that conform with the Uniform Guidelines for Selection Criteria.  <u>Measure:</u> Percentage of maintenance requests and appropriate changes implemented within 15 working days</p> <p><b>(21) Ensure consistent application of class specifications and standards.</b></p> <p><u>Target:</u> All individual position allocations conform to class specifications and standards.  <u>Measure:</u> Percentage of individual position allocation audits that confirm proper allocation .</p>

**Major Activities to Advance Strategies**

- Identify and implement "best practices" in standard human resource activities
- Develop and implement online position allocation system
- Streamline online recruitment system for applicants and hiring managers
- Develop one-stop online source for all standard personnel forms and policies
- Deliver comprehensive supervisory training to all new supervisors within the probationary period

**FY2005 Resources Allocated to Achieve Results**

<b>FY2005 Component Budget: \$11,927,400</b>	<b>Personnel:</b>	
	Full time	195
	Part time	1
	<b>Total</b>	<b>196</b>

**Performance Measure Detail**

**(1) Result: A qualified workforce**

**Target:** 0% of recruitments reposted due to inadequate applicant pools  
**Measure:** Percentage of recruitments that are re-posted as a result of insufficient applicant pools.

**Target:** Increase the percentage of state agencies using the WPAK recruitment system  
**Measure:** Percentage of state agencies using the recruitment system.

**Target:** 0% appointments reversed because of hiring manager error  
**Measure:** Percentage of appointments reversed because of hiring manager error.

**Target:** 100% of all required performance evaluations completed timely  
**Measure:** Percentage of required performance evaluations prepared and presented on time.

**Target:** Full employment of employees who incur occupational or non-occupational illness or injury but remain capable of work.  
**Measure:** Percentage of employees who apply for occupational disability retirement who are returned to active State duty.

**(2) Result: Elimination of human rights liabilities.**

**Target:** Resolution of all informal civil rights complaints. (AS 39.28 gives the Director of Personnel direction and authority to receive, investigate and resolve complaints of discrimination in employment).  
**Measure:** Percentage of complaints filed with employer that escalate to formal compliance agencies.

**(3) Result: Availability of accurate statistical and analytical information.**

**Target:** 100% of research produced provides accurate information directly related to the research request.

**Measure:** Percentage of research reports that must be redone to correct errors.

**Target:** 100% of research is provided within the timeframe quoted to customer.

**Measure:** Percentage of requests completed within the quoted timeframe.

#### **(4) Result: Efficient, effective enterprise HR systems.**

**Target:** 100% of core HR systems demonstrate increased efficiency.

**Measure:** Percentage of increased efficiency in core HR functions

#### **(5) Result: An effective supervisory/ management service.**

**Target:** 100% of supervisory actions regarding employees are defensible.

**Measure:** Percentage decrease in successful employment related disputes arising from claims of supervisory deficiencies and percentage of new hires who complete their initial probationary period.

#### **(6) Result: An effective professional human resource service.**

**Target:** All HR professionals acquire and demonstrate a consistent core competence in the required knowledges, skills and abilities.

**Measure:** Percentage of state incurred liability in employment related litigation/arbitration that arises from advice or actions of HR professionals and number of warranted complaints from agency managers regarding ability of HR professionals to implement management

#### **(7) Result: Enterprise Learning Management System.**

**Target:** System provides portability of student transcripts, automated registration and billing, and tracking for strategic human resource development purposes.

**Measure:** System is easy to use and provides accurate data to end users.

#### **(8) Result: 8. Establish and maintain a position classification plan for classified and partially exempt positions in accord with AS 39.25.150(1).**

**Target:** Review and update all job class specifications on a regular basis.

**Measure:** % of job class specifications updated within the last five years.

**Target:** All position descriptions reviewed and updated every three years.

**Measure:** % of position descriptions prepared within the last three years.

#### **(1) Strategy: Attract qualified applicants in numbers to meet needs.**

**Target:** Hiring managers are provided with adequate pool of qualified applicants for all posted vacancies.

**Measure:** Percentage of vacancies filled on first recruitment.

**(2) Strategy: Hiring managers use the recruitment system to make successful appointments**

**Target:** 100% of appointments meet legal and negotiated requirements.

**Measure:** Percentage of audited recruitments in compliance with federal, state and bargained requirements.

**(3) Strategy: Effective and fully utilized system of performance management.**

**Target:** 0% late evaluations.

**Measure:** Percentage of "late" evaluations, by organization.

**(4) Strategy: Successful program of re-employment for eligible employees and former employees.**

**Target:** 100% re-employment of qualified eligible employees and former employees.

**Measure:** Percentage of occupational retirements, unplaced ADA reassignments, displaced FMLA returnees, and other eligibles.

**(5) Strategy: Strategic workforce planning**

**Target:** Creation and maintenance of workforce development plan for each department that identifies critical staffing areas.

**Measure:** Percentage of Departments with strategic workforce plans.

**(6) Strategy: Effective and fully utilized system of performance management.**

**Target:** 0% late evaluations.

**Measure:** Percentage of "late" evaluations, by organization.

**(7) Strategy: Successful program of re-employment for eligible employees and former employees.**

**Target:** 100% re-employment of qualified eligible employees and former employees.

**Measure:** Percentage of occupational retirements, unplaced ADA reassignments, displaced FMLA returnees, and other eligibles.

**(8) Strategy: Strategic workforce planning**

**Target:** Creation and maintenance of workforce development plan for each department that identifies critical staffing areas.

**Measure:** Percentage of Departments with strategic workforce plans.

**(9) Strategy: Executive, manager, supervisor levels are aware of human rights liabilities and responsibilities**

**Target:** Acquaint all managers and supervisors with human rights issues, including liabilities and remedies for managers and supervisors.

**Measure:** Percentage of managers and supervisors provided with basic information regarding human rights issues,

including liabilities and remedies.

**(10) Strategy: Provide key demographic information on the Executive Branch workforce.**

**Target:** Publish Workforce Profile twice each calendar year.

**Measure:** Whether Workforce Profile is updated and published twice year on published schedule.

**(11) Strategy: Provide topical research in support of management objectives which is timely and provides an accurate analysis of requested subject.**

**Target:** 100% of subject research is responsive to management's requests.

**Measure:** Percentage of research projects that must be redone in order to meet requestors objectives.

**Target:** 100% of subject analysis is provided within time frame quoted to customer.

**Measure:** Percentage of requests completed within the quoted timeframe.

**(12) Strategy: In depth research of best practices in public and private sector Human Resource Management.**

**Target:** Identify best practices for all core HR functions.

**Measure:** Percentage of core HR functions for which best practices are identified and documented.

**(13) Strategy: Plan, design and implement IT based improvements to HR systems.**

**Target:** Implement IT based applications for routine aspects of core HR functions

**Measure:** Number of routine core HR functions that are automated or transformed from paper to electronic processes.

**(14) Strategy: Create a consistent skill base for new State supervisors.**

**Target:** Mandatory Supervisory training for all new supervisors.

**Measure:** 100% of new supervisors trained during initial probationary period.

**(15) Strategy: Enhance skill base of existing supervisors**

**Target:** Provide training opportunities that increase the skill base of supervisors and managers.

**Measure:** Number of courses available to address supervisory/management skill gaps.

**(16) Strategy: Create a consistent knowledge and skill base for HR professionals.**

**Target:** Training available to all HR professionals in core competency areas.

**Measure:** Percentage of HR professionals who receive training annually.

**Target:** Workforce Development plan implemented for Human Resource occupational group.

**Measure:**

**(17) Strategy: Implement performance management system tied to HR accountability.**

**Target:** All HR professionals held accountable to written performance standards

**Measure:** 100% of all evaluations for HR professionals completed with new performance standards.

**(18) Strategy: Develop participation in TrainAlaska.**

**Target:** 100% of state agencies use TrainAlaska used for learning management.

**Measure:** Percentage of agencies participating in TrainAlaska.

**(19) Strategy: Provide process for ensuring that job Class Specifications accurately reflect the duties and responsibilities assigned to positions.**

**Target:** Prioritize all requests for creation or revision of job class specifications based upon established criteria.

**Measure:** Timely quarterly publication of prioritized schedule of classification studies.

**Target:** Conclude all high priority class studies within study timelines.

**Measure:** % of high priority classification studies completed within study timelines.

**(20) Strategy: Provide means for establishing, maintaining and revising minimum qualifications for each job class that conform with the Uniform Guidelines for Selection Criteria.**

**Target:** Provide means for establishing, maintaining and revising minimum qualifications for each job class that conform with the Uniform Guidelines for Selection Criteria.

**Measure:** Percentage of maintenance requests and appropriate changes implemented within 15 working days

**(21) Strategy: Ensure consistent application of class specifications and standards.**

**Target:** All individual position allocations conform to class specifications and standards.

**Measure:** Percentage of individual position allocation audits that confirm proper allocation .

**Key Component Challenges**

**Enterprise Human Resource Function** Effective October 16, 2003, all agency human resource staff and activities were integrated into the Division of Personnel. The Division was reorganized and charged with meeting four objectives: 1) standardizing human resource policy and practice within the Executive Branch; 2) implementing enterprise technology systems and tools to improve service delivery; 3) increasing operational efficiency; and 4) reducing administrative costs. Efforts begun in FY2004 must be completed in order to meet all the objectives on schedule in FY2005.

**Equal Employment Opportunity Program** Executive Order 104 transferred the function of administering the equal employment opportunity program to the Division of Personnel effective March 23, 2003. In FY2005 the Division must complete the statewide Affirmative Action Plan (last updated in 1998) and develop and implement credible statistical reporting procedures in order to meet state and federal legal requirements and to support agency recruitment efforts. The Division must also prepare and implement regulations as required by AS 39.28.040.

## Significant Changes in Results to be Delivered in FY2005

Implementation of consistent human resource policy and practice in all state agencies.  
 Implementation of an audit program for human resource activities.  
 Increased speed and efficiency in processing classification actions through full implementation of online position allocation process.  
 Decrease in human rights liabilities as a result of increase and improvement in compliance efforts.  
 Increased availability and reliability of human resource related statistical data.

## Major Component Accomplishments in 2003

Establishment of an enterprise human resource function, integrating all agency human resource staff into the Division of Personnel.

Integration of the Equal Employment Opportunity Program, including adoption of a consistent complaint and problem resolution process in all agencies, improvement in the quality and frequency of EEO training courses.

Development and implementation of TrainAlaska, an online registration, approval and record keeping system for all Division of Personnel delivered training courses.

Enhancement of the Division of Personnel training function by the addition of a one day Change Management course and a five day Academy for New Supervisors.

## Statutory and Regulatory Authority

AS 39.25	State Personnel Act
AS 39.26	Rights of State Employees
AS 39.27	Pay Plan for State Employees
AS 44.21.020(1),(8)	Duties of Department
AS 44.21.500-508	<i>Office of Equal Employment Opportunity (Repealed)</i>
AS 23.10	Employment Practices and Working Conditions
AS 23.40	Labor Organizations
2 AAC 07	Personnel Rules
2 AAC 10	Collective Bargaining Among Public Employees
8 AAC 97	Labor Relations

Alaska Constitution, Art. XII, Sec. 6

### Contact Information

**Contact:** Dianne Corso, Director, Division of Personnel  
**Phone:** (907) 465-4429  
**Fax:** (907) 465-2576  
**E-mail:** [Dianne\\_Corso@admin.state.ak.us](mailto:Dianne_Corso@admin.state.ak.us)

**Personnel  
Component Financial Summary**

*All dollars shown in thousands*

	<b>FY2003 Actuals</b>	<b>FY2004 Authorized</b>	<b>FY2005 Governor</b>
<b>Non-Formula Program:</b>			
<b>Component Expenditures:</b>			
71000 Personal Services	1,833.2	2,141.9	10,792.2
72000 Travel	81.6	65.6	209.2
73000 Contractual	430.3	426.7	682.1
74000 Supplies	33.6	34.4	133.9
75000 Equipment	115.6	0.0	110.0
76000 Land/Buildings	0.0	0.0	0.0
77000 Grants, Claims	0.0	0.0	0.0
78000 Miscellaneous	0.0	0.0	0.0
<b>Expenditure Totals</b>	<b>2,494.3</b>	<b>2,668.6</b>	<b>11,927.4</b>
<b>Funding Sources:</b>			
1004 General Fund Receipts	1,891.8	1,839.7	0.0
1007 Inter-Agency Receipts	602.5	752.8	11,851.3
1061 Capital Improvement Project Receipts	0.0	76.1	76.1
<b>Funding Totals</b>	<b>2,494.3</b>	<b>2,668.6</b>	<b>11,927.4</b>

**Estimated Revenue Collections**

<b>Description</b>	<b>Master Revenue Account</b>	<b>FY2003 Actuals</b>	<b>FY2004 Authorized</b>	<b>FY2005 Governor</b>
<b>Unrestricted Revenues</b>				
None.		0.0	0.0	0.0
<b>Unrestricted Total</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Restricted Revenues</b>				
Interagency Receipts	51015	602.5	752.8	11,851.3
Capital Improvement Project Receipts	51200	0.0	76.1	76.1
<b>Restricted Total</b>		<b>602.5</b>	<b>828.9</b>	<b>11,927.4</b>
<b>Total Estimated Revenues</b>		<b>602.5</b>	<b>828.9</b>	<b>11,927.4</b>

**Summary of Component Budget Changes  
From FY2004 Authorized to FY2005 Governor**

*All dollars shown in thousands*

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
<b>FY2004 Authorized</b>	<b>1,839.7</b>	<b>0.0</b>	<b>828.9</b>	<b>2,668.6</b>
<b>Adjustments which will continue current level of service:</b>				
-Human Resources Integration Transfer	-1,293.9	0.0	0.0	-1,293.9
-Changes to Retirement and Other Personal Services Rates	0.0	0.0	371.9	371.9
<b>Proposed budget decreases:</b>				
-Savings Due to Human Resources Integration	-545.8	0.0	0.0	-545.8
<b>Proposed budget increases:</b>				
-Human Resources Integration Funding	0.0	0.0	10,726.6	10,726.6
<b>FY2005 Governor</b>	<b>0.0</b>	<b>0.0</b>	<b>11,927.4</b>	<b>11,927.4</b>

**Personnel  
Personal Services Information**

Authorized Positions		Personal Services Costs		
	<u>FY2004</u> <u>Authorized</u>	<u>FY2005</u> <u>Governor</u>		
Full-time	33	195	Annual Salaries	8,594,682
Part-time	0	1	Premium Pay	230
Nonpermanent	4	2	Annual Benefits	3,858,202
			<i>Less 13.34% Vacancy Factor</i>	<i>(1,661,842)</i>
			Lump Sum Premium Pay	928
<b>Totals</b>	<b>37</b>	<b>198</b>	<b>Total Personal Services</b>	<b>10,792,200</b>

**Position Classification Summary**

<b>Job Class Title</b>	<b>Anchorage</b>	<b>Fairbanks</b>	<b>Juneau</b>	<b>Others</b>	<b>Total</b>
Accounting Clerk II	0	0	2	0	2
Administrative Assistant	0	0	1	0	1
Administrative Clerk I	0	0	2	0	2
Administrative Clerk II	1	0	7	0	8
Administrative Clerk III	3	1	7	0	11
Administrative Manager III	0	0	2	0	2
Analyst/Programmer I	0	0	1	0	1
Analyst/Programmer IV	0	0	2	0	2
Data Processing Mgr II	0	0	1	0	1
Division Director	0	0	1	0	1
Hr Technical Services Supv II	1	0	1	0	2
Human Resource Assistant	1	0	5	0	6
Human Resource Specialist I	6	1	30	0	37
Human Resource Specialist II	7	1	13	0	21
Human Resource Specialist III	1	0	10	0	11
Human Resource Specialist IV	0	0	4	0	4
Human Resource Technician I	0	0	8	0	8
Human Resource Technician II	9	3	47	0	59
Human Resource Technician III	1	1	6	0	8
Labor Relations Analyst III	1	0	0	0	1
Payroll Supervisor	0	0	6	0	6
Project Coordinator	1	0	0	0	1
Training Specialist	2	0	1	0	3
<b>Totals</b>	<b>34</b>	<b>7</b>	<b>157</b>	<b>0</b>	<b>198</b>